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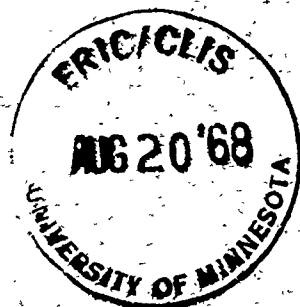
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A survey of the Janesville Public Library was undertaken to (1) facilitate the reorganization made possible by a new building and (2) prepare for possible expansion to county library service. A three-member team surveyed the library's administration, organization and services, studying library records and annual reports and using accepted library standards for measurement. It was concluded that there are needs for continued strengthening of the materials collection, improved and additional services, and initiation of a public information program, along with administrative reorganization. Major recommendations cover the library board, reorganization of departments, increase in the number of staff members, an in-service training program, a written personnel policy, a written materials selection policy, expansion of the adult book collection, establishment of a young adult collection, a specific allocation for children's materials, organization of a technical processes department, re-examination of circulation routines, reorganization of the Adult Services Department involving creation of a supervisory position and an aggressive program of work with groups, development of a program for adults interested in children, story hours, and a strong public relations program. A suggested division of services for county library service and the questionnaires used for the survey are appended. (JB)

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JANESVILLE

PUBLIC

LIBRARY

SURVEY

1966

DEPARTMENT OF PUBLIC INSTRUCTION

DIVISION FOR LIBRARY SERVICES

MADISON, WISCONSIN

1967

FOREWORD

The survey of the Janesville Public Library was undertaken by four staff members of the Division for Library Services at the request of the library board in April 1966. The reasons for the request were twofold:

1. A new library building was under construction and to be ready for occupancy September 1967. It was felt that a survey would facilitate the necessary reorganization due to the tripling of space and the expansion of program possible with the added space.
2. The Rock County Board of Supervisors appointed a county library study committee in 1965 to study the public library service in the county and to make recommendations. The president of the Janesville library board, Rev. Herbert Kimmel, is a member of this committee, and the librarian, Miss Irene Blackford, attends the meetings as a resource person. It is anticipated that the committee will recommend to the county board of supervisors that county library service be established. It is further anticipated that, if the service is established, the plan for administration and services will involve the Janesville library to a considerable degree. Therefore, in view of this and the obligation to assume such responsibility by the board's acceptance of a grant from the Library Services and Construction Act for the new building, the board and librarian were interested in an assessment of the library and recommendations for the expanded responsibilities.

A three-member team from the Division spent the week of December 5, 1966 at the Janesville library to survey with the staff the administration, organization, and services of the library. The library board, librarian, and the staff were

most cooperative, and the Division staff is very indebted to them. Following that week, Mrs. Helen S. Bull, head of Technical Services, Division for Library Services, studied the operation of the catalog department.

Ione A. Nelson, Public Library Consultant--
Generalist

Jane Younger, Public Library Consultant--
Adult Services Specialist

Elizabeth Burr, Public Library Consultant--
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People's Specialist

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INTRODUCTION

INTRODUCTION

Geraïd W. Johnson, in his *ROLE OF THE PUBLIC LIBRARY*, which is included in both editions of the national library standards, *PUBLIC LIBRARY SERVICE* (1956) and *MINIMUM STANDARDS FOR PUBLIC LIBRARY SYSTEMS* (1966), states:

"For the overwhelming majority, the quickest and easiest access to the world's best thought is through the public library. To maintain this source of information open to all and unpolluted by any self-seeking interest is a task important beyond all computation, not to ourselves alone but to the world.

"This is, I believe, the function of the library as the thoughtful among its patrons see it; and the nature of the function, of course, dictates the right method of its discharge. The library is a public institution, which means the responsibility for its existence is dual. Its operation is in the hands of public servants who are specialists; its support is in the hands of public taxpayers, including everybody.

"It is the responsibility of the operating personnel not only to see that the door shall remain open, but also that it shall be inviting

"But if it is the duty of the library staff to make the institution magnetic, it is the duty of the public, through its representatives, to give the staff a fair opportunity to do its work. The immediate representatives of the public are the trustees; the secondary representatives of the public are the members of the appropriating body--city council, state legislature or what not."

If the public library provides the easiest access to the world's best thought, its collection of materials is a reservoir of knowledge constantly replenished and brought up to date, and its services provide the means for utiliza-

tion of the collection by the public. The more specific functions of the library are:

To facilitate informal self-education of all people in the community

To enrich and further develop the subjects on which individuals are undertaking formal education

To meet the informational needs of all

To support the educational, civic, and cultural activities of groups and organizations

To encourage wholesome recreation and constructive use of leisure time

These functions can only be carried out by employing a high caliber staff, both professional and nonprofessional; by assembling and making freely and easily available information of all types and on any point of view, including printed materials in all forms, pictures, slides, films, music, maps, recordings, microreproductions, and other materials; by being housed in a centrally located and attractive quarters.

Public library service is a good community investment, but it does cost money. Good librarians receive incomes commensurate with those of other professions. Important new books cost \$7.50 to \$25. Building maintenance and other operating expenses are inherent in library finance.

Good trustees who appreciate the value of the library and a good administrative librarian determine the character of the library service to the community and are responsible to the city council and the taxpayers. Their responsibility includes the request for an adequate budget to provide good service, the wise expenditure of the funds received, and the reports on the status of the library, as well as day-by-day good service to the public.

The common method today of providing good library service, and recommended by both national and state public library standards, is that of the library system--libraries working together in organized groups to share their services and materials to meet the full needs of their users. These systems come into existence and are financed in a variety of ways. The April 1967 report of the Rock County Library Study Committee, *A DESIGN FOR PUBLIC LIBRARY DEVELOPMENT IN ROCK COUNTY*, describes and recommends one method of organizing and financing a system. This report, if adopted, for the establishment of a Rock County Library system, will have a tremendous effect on the growth and development of the Janesville library.

During the survey process of the Janesville library, full recognition was given to the possible Rock County Library development, the new building, which will permit the library to improve its organization and services, and the changes in organization and procedures already taking place. The various library records were studied and the data in the official annual reports. Emphasis in the survey has been placed on the measurement of the library with library standards and on the employment of good library practices. The standards used were:

A DESIGN FOR PUBLIC LIBRARY DEVELOPMENT IN WISCONSIN; STANDARDS FOR MEASURING PROGRESS, Wisconsin Free Library Commission, 1963

MINIMUM STANDARDS FOR PUBLIC LIBRARY SYSTEMS, 1966, American Library Association, 1967 (also the addendum to the above)

PUBLIC LIBRARY SERVICE, A GUIDE TO EVALUATION, WITH MINIMUM STANDARDS, American Library Association, 1956

STANDARDS FOR CHILDREN'S SERVICES IN PUBLIC LIBRARIES, American Library Association, 1964

A public library is an ever-changing institution--adjusting its services and techniques to meet the requirements and needs of its community in an ever-changing society. It is an institution whose prime concern is service to the individual,

whether it is direct service to the individual or indirect through a group or organization. The focal point of the library is its public service, and all behind-the-scenes work is geared to make its public service a competent, smooth-running operation. The employment of modern techniques and equipment is equally important in both the service areas to the public and the library's supportive, behind-the-scenes activities.

A
PROFILE
OF
JANESVILLE

A PROFILE OF JANESVILLE

Janesville is the county seat of Rock County and is located in the center of the county on the Rock River, placing it in the heart of the most productive agricultural section of the county. Rock County is the center county in the southernmost tier of counties in the State, bordering on Illinois. Janesville covers about 16 square miles; the county, 720. The city is the hub of a network of highways that radiates from the city to all parts of the county.

Directly south of Janesville, 12 miles, is the city of Beloit, also within the county. Beloit is an industrial city of approximately the same size.

Janesville is a rapidly expanding city with a population* of 41,375 in 1965. The population in 1950 was 24,899, and, in 1960, 35,164, an increase of 41.2%. However, over the 15-year period, the increase was 66%. Therefore, it is experiencing a population gain of about 3% per year. On this basis, the 20-year projection of population to 1985 is estimated to be between 73,000-75,000.

Janesville's population growth in the past 15 years has been almost equally divided between internal growth (births in excess of deaths) and in-migration. This indicates not only a stable citizenry but a stability in its economic growth.

The city is one of young people. According to the 1960 census, over 37% of the people are under 18 years and 33%, under 14 years. A further breakdown taken from the 1960 U.S. census figures shows the following age group breakdowns, which are of value in library programming:

Age:	<u>Under 5</u>	<u>5 to 14</u>	<u>14 to 20</u>	<u>20 to 35</u>	<u>35 to 65</u>	<u>65 & Over</u>	<u>Total</u>
	4,684	6,484	2,714	7,159	10,918	3,205	35,164

* Information regarding population factors obtained from Janesville Public Library--BUILDING PROGRAM STATEMENT, 1965, and the U.S. CENSUS OF POPULATION 1960.

In the principal wage earning age bracket of 20 to 65, there are 18,077 people, or 51.4% of the city's total population. It should be noted, however, that many in this age group are not gainfully employed, e.g., some housewives, persons physically unable, students, thus reducing the number by as much as a third. This, then, also shows that the total wage earners in the city represent less than 1/3 of the total population.

Another important population characteristic to be recognized by the library is the educational attainment of the people in the municipality. The figures in the following chart were also taken from the 1960 census:

School Years Completed--25-and-Over Age Group

School Yrs. Completed	None	1-5	Elementary				High School		College		Total
			5-7	7	8		1-4	4	1-4	4 or More	
No. of Persons	48	423	774	981	3,721	3,538	6,276	1,824	1,411		18,996
Total	48		5,899			9,814			3,235		18,996

There were 11,130 dwelling units, 65% of which were owner occupied. Only 2.5% were vacant at the time of the census. From 1960 to 1966, 1,758 units were erected, including single family, duplex, and multifamily, thus bringing the total of dwelling units to 12,888 in 1965.

In 1960, Janesville's population was 31% of the county's 113,913; in 1950, it was 27% of the county's total. In 1965, it was estimated at 33%, and by the year 2000 it may be over 50%.

In October 1966, the Janesville school district reported 11,248 students in the 9 elementary, 2 junior high, and one senior high public schools within the city and in the 4 elementary schools in the school district but outside the city limits. In addition, there are 5 parochial schools with an enrollment of 2,355.

A new vocational school building was completed in 1961 and is operated by the Board of Vocational and Adult Education. In 1966, a \$1,000,000 campus for the new University of Wisconsin Extension Center for Rock County was opened. The State School for the Visually Handicapped is located in Janesville.

The city has a varied industrial base, with an adequate and skilled labor supply. Reports of 50 major employers to the local office of the Wisconsin State Employment Service showed that they employed over 11,000 persons in 1965.

Janesville had an outstanding gain in retail trade during the 5-year period between 1958 to 1963. Retail sales in Wisconsin increased 16% in that period, but Janesville experienced a 31.1% increase, from 51 million to 67.1 million dollars.

Rock County ranked sixth highest among the State's counties in 1965 in equalized assessed value--\$719,284,245, and Janesville ranked first in the county with \$254,044,060. Rock County families have one of the highest average per family incomes in the State, just over \$6,000.

The city has excellent banking and savings institutions. All four banks have either extensively remodeled their buildings or built new within the past few years. Several savings and loan institutions have constructed new facilities.

There is one hospital, Mercy, serving the city and surrounding area. There are 37 churches, representing all major denominations. Recreational facilities are provided by the city's playgrounds, totaling 940 acres. A large municipal natural swimming beach is available for summer use, and there are indoor pools at the YMCA and several school buildings. There are two golf courses.

Since 1923, Janesville has had a council-manager form of municipal government. A nonpartisan council of seven members, elected at large, determines policies and acts as the legislative branch with a professional city manager administering the city's operations. Over the years of the council-manager city government, excel-

lent services and facilities have been offered to the community. There has been a high degree of continuity of personnel in all of the city's local governmental units. For several years, Janesville has been engaged in planning for the city and the area surrounding it, the most recent being land use and mass transportation.

Under state law, it is permissible for the council-manager form of government not to have a library board, but the city has chosen to keep this board.

JANESVILLE
PUBLIC
LIBRARY
HISTORY

JANESVILLE PUBLIC LIBRARY HISTORY*

The Janesville Public Library is one of the oldest in the State. In 1865, the State Legislature granted a charter to the Young Men's Association, which had as one of its objectives the establishment and maintenance of a library. Upon the payment of a \$3 annual fee, members were permitted to borrow books from the library. This first circulating library in the county had 1,562 volumes by 1875.

After maintaining the library for about 16 years, the YMA found it could no longer support it and offered the collection for sale. So it was in November of 1882 that women of the city who were interested in the eventual establishment of a free public library organized to raise funds to purchase the collection. In February 1883, this group of women filed articles of incorporation with the Secretary of State and called their organization the Public Library Association. Following this, they bought the books from the YMA, rented and furnished rooms in the Bennet Block for the library, subscribed to magazines and newspapers, and hired a librarian. The new public library was open daily except Sundays and holidays to all Janesville residents over 15 years of age.

Less than a year later, the Library Association felt that their enterprise was in proper order to be turned over to the city providing that it be maintained as a free public library and that a free reading room be kept. By vote of the city council on January 7, 1884, the library became public property, and a library board was appointed. The library by then had 2,403 circulating books, 544 reference books, and 350 pamphlets.

* From the Janesville Public Library's various archival records on the library.

Soon the library was moved to larger quarters in the Phoebus Block, where it remained for 17 years until 1903.

In 1901, the library board applied for a Carnegie building grant. The city acquired the site on the corner of South Main and St. Lawrence Streets for the new building for \$20,000. The building was built for \$40,000, \$30,000 from Mr. Carnegie and \$10,000 from the estate of Mr. F. S. Eldred. Mr. Eldred's legacy was responsible for the Children's Room in the new library.

At the time this library survey was made, a new library building was under construction on a new site 3 blocks down on South Main and East Holmes Streets. When the library moved into the new Carnegie building, it had 15,000 volumes; it will move 70,000 volumes into its new home, which allows for a growth to 150,000 volumes. The total cost of the new building is \$600,000, of which \$142,002 is a grant from the Division for Library Services under the Library Services and Construction Act.

THE
LIBRARY
AS
AN
AGENCY
OF
LOCAL
GOVERNMENT

THE LIBRARY AS AN AGENCY OF LOCAL GOVERNMENT

LEGAL ESTABLISHMENT

A DESIGN . . .

12. *All public libraries should be established and maintained according to the provisions of the WISCONSIN STATUTES; and librarians and library board members should study the legal provisions pertaining to county and multicounty units and contractual services, leading to the establishment of library systems.*

13. *All public libraries as agencies of local government, should be controlled by a library board appointed by the local governing authority or by a city or village manager as provided by WISCONSIN STATUTES, and should cooperate with other governmental agencies.*

The Janesville Public Library, as noted in the section on Janesville Public Library History, was legally established by the city council in 1884, and a library board appointed. Since that time, the library has been maintained under the provisions of the WISCONSIN STATUTES relating to public libraries.

The following facts bear concrete evidence as to the sincerity and seriousness with which the board and the librarian have taken the second section of Standard 12 above:

1. Their promotion of the appointment of a Rock County library study committee by the county board of supervisors
2. Their keen interest in the deliberations and recommendations of that committee since its appointment

3. Their anticipation of the library's involvement in county library service if established
4. Their provision of adequate space in the new library building under construction to permit expansion of services to the county
5. Their request for a study of their library operation with recommendations for improvement for city service and accommodation for expansion

LIBRARY BOARD

APPOINTMENT

A DESIGN . . .

14. All public library board members, appointed for staggered terms and in such numbers as required by WISCONSIN STATUTES, should be chosen for their value to the citizens, government and library in interpreting the needs of the community, the will of the government, and the policies of the library. While the personal attributes of board members should primarily be considered in making appointments, the board should be broadly representative of the community.

15. Each public library board should include in its statement of by-laws the provision that no public library board member should succeed himself more than twice, in order that fresh ideas and broader representation of the community may be assured.

In accordance with the WISCONSIN STATUTES 43.26, Janesville, as a city of the second class, has a 9-member board appointed by the city manager and confirmed by the city council.

In 1965, 43.26 of the STATUTES was revised to read: "Each such library shall be administered by a library board composed in each city of the 2nd or 3rd class of 9 appointed members" Thus there are no longer indefinite periods of

service for an ex officio member. Since Janesville did not on July 1, 1966 appoint the school representative for a 3-year term, it must correct the situation by July 1, 1967. The city manager is a member of the board as a representative of city government. It is commendable that the office of city manager has the interest in the public library to bring it into the mainstream of city government in this manner. However, this member must now also serve under a 3-year appointment term. The remaining 7 members continue to serve staggered terms of 3 years each.

Unfortunately, the appointment of these 7 has not given the changing Janesville the best representation it could. Four of the 7, although occupationally good representatives, are past retirement age. A fifth is an additional school person, which gives the public schools an overrepresentation. Five of these 7 have succeeded themselves for 3 or more terms. There is at present one vacancy. The board lacks representation from business, industry, vocational and adult education, and other higher education.

This is not to say that the board members have not executed their duties and responsibilities well, but with a broader representation and more frequent appointment of new people the work of the board could be expedited more easily, and the library can become a more vital institution to all sections of the community.

Standard 15 suggests a method by which such situations as this can be avoided through a rule in its bylaws stating that no member can serve more than 3 successive terms. However, if the city appointing authority does not abide by that rule, it does little good, for the *STATUTES* place no limitation on the number of terms. Therefore, it is advisable for the library board to request the city council to pass a resolution limiting the number of successive terms served by a board member to 3.

With such a ruling, there would be greater turnover on the board, and the Janesville library would benefit from a good core of real library friends in the community, the ex-board members. Ex-board members have proved to continue to work for the welfare of the library.

ORGANIZATION

The board is currently operating under the original bylaws drawn up in 1884. While these have guided the board well through the years, it is recommended that they be revised in line with good present-day board functions and operation.

A library board is made up of working members. The activities of the Janesville board have proved no exception to this, but as a safeguard for this in the future the revised bylaws should include:

1. A stipulated number of annual consecutive terms a person may serve as president and as vice-president
2. The continuation of the operation of the board as a committee of the whole, with the appointment of special committees to handle specific assignments.
No standing committees
3. The duty of the secretary to report to the city manager absenteeism in excess of 50% of a member from meetings called during any 4-month period without such bona fide excuses as illness, death in the family, out of town. Then, on the basis of a city council resolution on library board absenteeism recommended by the board, the city manager would request a delinquent member to resign and make a new appointment.

A DESIGN . . .

16. *Library board meetings should be held regularly at a convenient time and place, and be open to the public except when such matters as personnel and land acquisition are being discussed.*

The board holds its regular meeting in the library on the first Friday of each month except when it falls too close to the first of the month, e.g., 2nd or 3rd. Since these are public meetings, the secretary should be responsible for placing a notice in the local paper prior to each meeting and placing a copy of each board meeting minutes on file with the city clerk with other public records.

In advance of each board meeting, the members should receive in the mail a copy of the agenda, the previous meeting's minutes, the librarian's monthly report, and the financial statement. The director, who is secretary of the board, is responsible for this mailing. If the members are apprised of the agenda before the meeting, have reviewed the minutes of the last meeting, and have studied the librarian's report and financial statement, the routine matters brought before the meeting can be expedited, allowing for more time for old and new business.

DUTIES

A DESIGN . . .

17. *Library board members of all public libraries should assume responsibility for knowing the provisions of WISCONSIN STATUTES relating to their duties and powers; they should accept as their appropriate responsibilities and functions the following: (1) select and appoint a competent librarian administrator, (2) determine library objectives, functions, and set library policy, (3) advise in preparation of a library budget, approve its final form and work for its passage, (4) provide for physical facilities, and through the librarian administrator, supervise and maintain building and grounds, (5) maintain working relationships with officials, other municipal boards and committees, governmental and private agencies, (6) interpret the library to the community and the community to the library, (7) plan for growth and development of library service relating such plans to local, regional, and state objectives.*

18. *All public library boards should assume direct responsibility for assuring that long-range planning for public library development is recognized as an essential function of local government, and should be included with other plans for community development.*

The board has accepted their responsibilities as listed in the above standards. This is evident in their selection of the new librarian administrator (director), their preparation and presentation of operating budgets for the library, their planning for the new library building, their good working relations with the city government, and their planning for the library's participation in the Rock County Library development.

However, more emphasis must be placed on developing and maintaining a closer relationship with other governmental and private agencies and organizations. The public library not only has much to offer these agencies but also has much to gain from them in learning about the community. Thus, the library would perform better as a public service within the realm of its functions.

A DESIGN . . .

19. *In the central library, the chief librarian (librarian administrator), his staff, and the library board should study and formulate library policies cooperatively. Full responsibility for programs, services, book selection, and personnel management should be delegated to the librarian administrator."*

Although there are no written policies for programs, services, materials acquisition and selection, or personnel for the Janesville library, the board and the director over the years have set such policies. Some are scattered throughout the board minutes, and others have "just grown up" over the years. All policies should be written and placed together in one document for ease in referral,

in review, and in updating. The policy statement should begin with the library's objectives. These as stated in the 1965 *BUILDING-PROGRAM STATEMENTS* are:

1. To assemble, organize, and administer books, related printed and audio-visual materials in order to promote their use by all persons in the community
2. To serve the community as a general center of reliable information
3. To provide opportunity and encouragement for children, young people, men and women to read for knowledge and entertainment

The policies themselves become the guidelines for carrying out the objectives in the library's current operation.

To keep the policies current, its overall policy is change. They should be reviewed annually for possible change. The revision procedure should be simple. The director and staff must be alert to needed changes and additions and bring their suggestions to the board for discussion and decision.

Library policies are not written into the bylaws of the board. These are two distinct pieces serving two distinct purposes. Just as policies are not written into the bylaws, detailed procedures for carrying them out are not written into the policies. The procedures are the instructions to the staff and are prepared by the librarian and staff.

At best the writing of the policies is a slow process and, therefore, should be undertaken as soon as possible. Although all the library policies are related, it is advisable to concentrate on one section at a time, bearing in mind, however, its effect on the total. When all sections are written, they should be carefully reviewed and edited so that they all fit together to carry out the library's objectives. It is suggested that the policies on personnel be written first, because good personnel is the key to the total program of the library. A good per-

sonnel policy is essential both for recruiting for job vacancies and for keeping staff.

It is not necessary to go back over board minutes and various other library records to ferret out policies which may or may not be applicable today. Time is better spent in formulating the various ones best suited to the present operation and the foreseeable future.

A DESIGN . . .

21. *All public libraries should follow sound fiscal procedures in harmony with the jurisdictions of which they are a part.*

22. *All public libraries should have carefully prepared annual budgets. They should have full opportunity for consultation with local government officials as needed; and during the budget preparation period, should have regular channels for presenting financial and other needs to the supporting government agency.*

The library maintains its own detailed bookkeeping record. This should be continued until such time as the city finance officer's office can handle it with the proper library account breakdowns and quick reporting of the monthly financial status of each account to the director. The information on account balances or averages is essential to the director for reasonable spending within the allotted budget.

The annual budget request is well prepared and presented. It is an asset to have the city manager as a member of the board in this business function.

ADMINISTRATION

ADMINISTRATION

LIBRARY ORGANIZATION

Like any institution or business, the library must organize itself internally to perform its services in the most efficient manner with the best utilization of personnel.

At the present time, the Janesville Public Library has 7 departments, with considerable personnel crossover from one department to another, with overlapping areas of work, and often without a task relationship. This has happened over a period of years due to staff turnover and the resultant pinch-hitting assignments which by practice became permanent job assignments in spite of subsequent turnover.

The accompanying Chart #1 diagrams the present organization.

The library's move into a new building and the possible development of county library service make it mandatory that changes be made. Any consideration in increase in staff should be made with reorganization in mind.

Chart #2 illustrates the library organized with four departments and a business office.

Chart #3 illustrates the functions of the departments in Chart #2. The business office has an overall function in relation to the business of the library operation; technical processes, in regard to book and nonbook acquisitions and preparation for use, withdrawal of cataloged materials, maintenance of card catalogs; and building and grounds, in attending to the physical facilities' housekeeping and maintenance. While the direct public services--adult and children--have similar functions, they are divided on an age-level basis and each geared to their respective publics.

Chart #1
Janesville Public Library
Present Organization

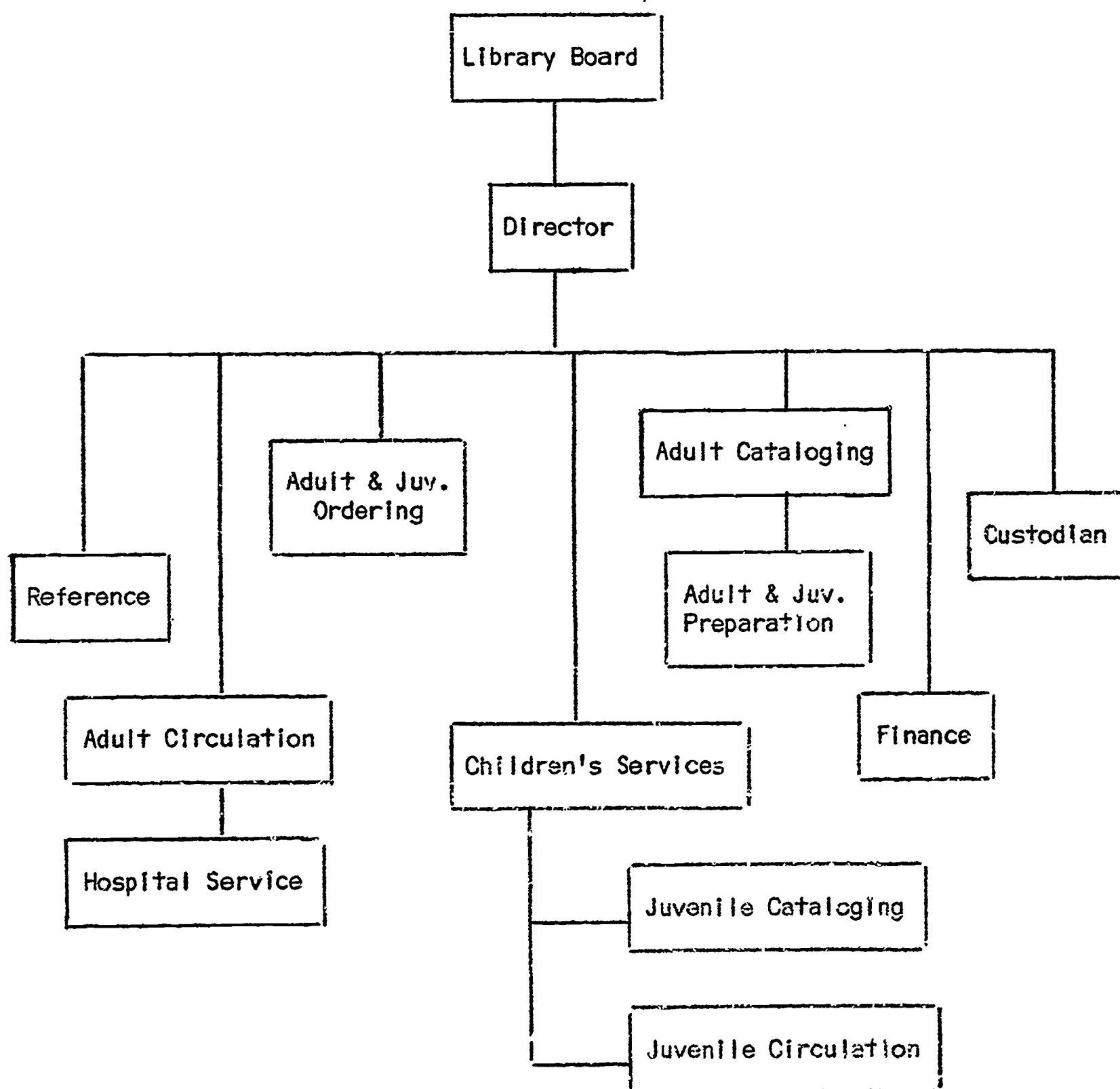


Chart #2
Janesville Public Library
Proposed Organization

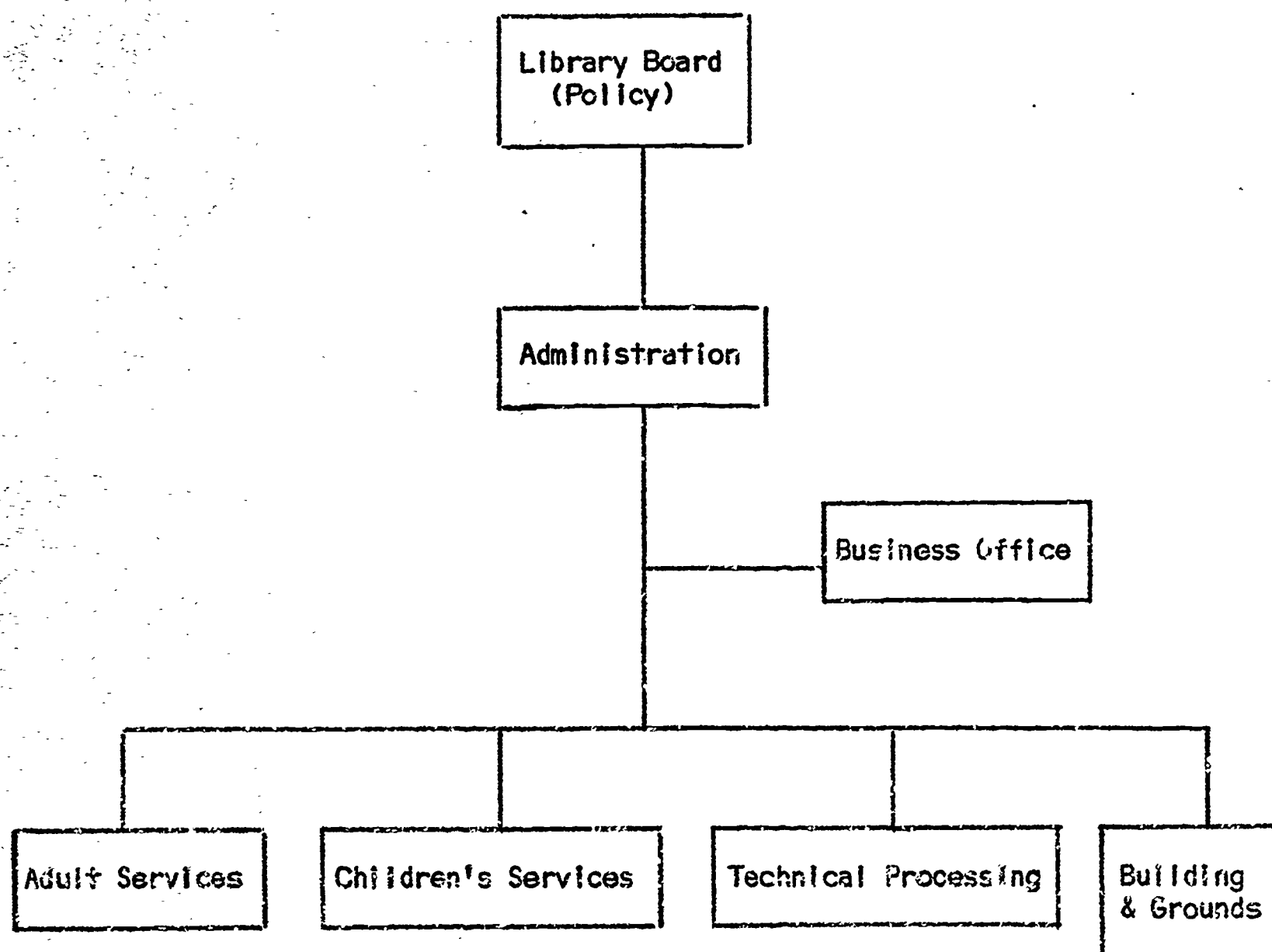
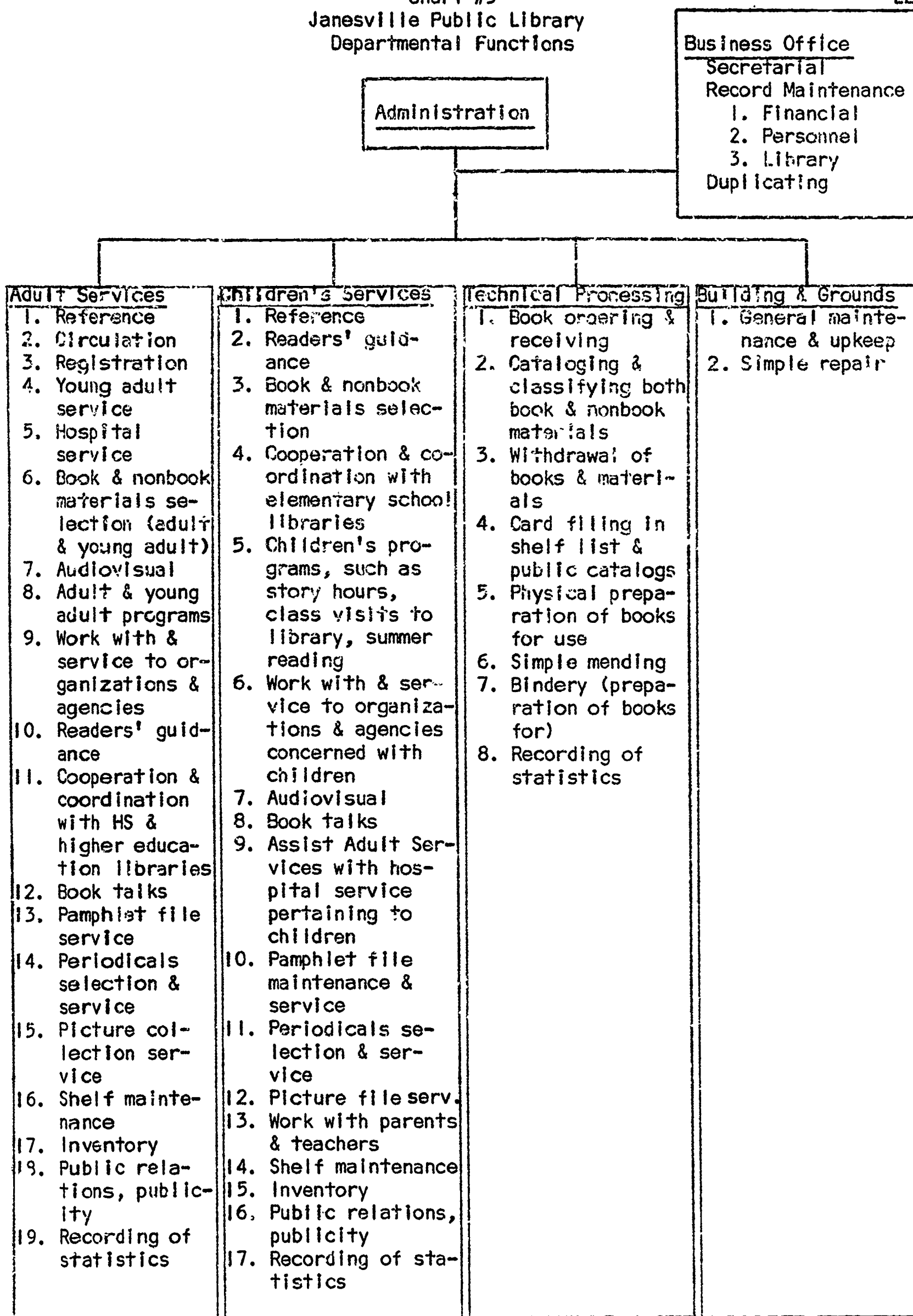


Chart #3
Janesville Public Library
Departmental Functions

22



If county library service is established, it will bring about an expansion of the programs and personnel in each of the departments and the establishment of an extension office (or department) for coordinating the activities of the various departments in giving county service.

PERSONNEL

The personnel of the public library is the key to the effectiveness of its service. In a very real sense, when the public measures their library by the service it receives, it is measuring the personnel. While the board is obligated to establish good library policies, it is equally responsible for employing a staff that is technically competent and that can offer the community leadership. The degree to which the policies are interpreted into good library service is determined by the staff through the guidance of the director.

ORGANIZATION OF STAFF

A DESIGN . . .

74. *The chief librarian is appointed by the library board (from a list of eligibles, if there is a civil service system) and is the library's chief administrator. He is the principal channel of communication between the staff and the board.*

The Janesville board has always seriously accepted its responsibility for the selection and hiring of a director. The present working relationship between the board and director is excellent and one of mutual respect.

A DESIGN . . .

71. *The central library in a system should have at least one experienced professional librarian in each of the following aspects of library service:*

administration

information and advisory service for adults

information and advisory service for young adults

information and advisory service for children

organization and control of materials

extension services

and subject specialists as needed. There should be an adequate number of additional professional librarians to meet demands upon the library, and a supporting staff of library assistants and clerical workers.

This standard indicates that Janesville needs the services of a young adult librarian, and the need will become even more apparent if service is extended to the county. Since one of the recommendations of this survey is more involvement of the library in the community, the addition of this librarian will release the professionals in Adult Services for more community activity by serving the young adults who are now served by them. A high proportion of Adult Services' time is devoted to this age group. The addition of a young adult librarian will bring about a better balance not only in program but also in the use of staff time.

The addition of a person of department-head status responsible for developing and carrying out a program of service to the public libraries and residents in the county will be necessary if county service is given. This extension person would coordinate the services of the departments and work with the other department heads (except building and grounds) to develop a strong, well balanced county program. (See Appendix Exhibit 1 for suggested county services administered by the Janesville library.)

Chart #4 is a personnel organization chart. Each employee is directly responsible to the head of the department in which he works (or to his supervisor, as the case may be, and through him to the head of the department), and the department heads are directly responsible to the director. At the present time,

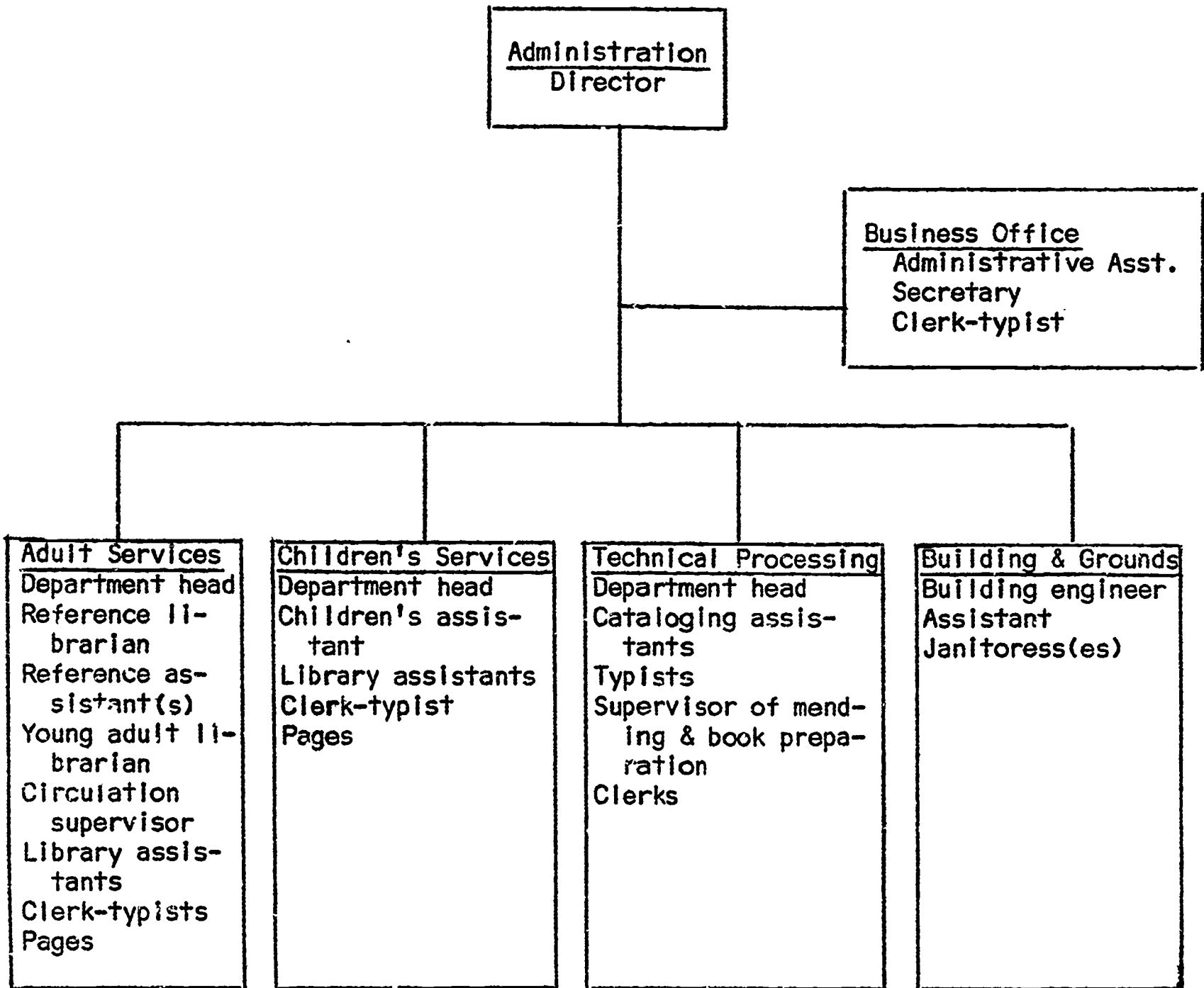
there are too many people responsible to the director. This results in time loss for her. Through a chain command, much detail can be delegated, which will relieve her for more overall program planning and public contact outside of the library. There are some personnel indicated on the chart, e.g., clerk-typists and library assistants, who can work split schedules divided between 2 departments.

At the present time, there are 14 full-time employees (omitting janitorial) and 9 part-time, or a full-time equivalent of 16 1/2 people. National library standards state that there should be at least one full-time equivalent for every 2,000 people served. On the basis of the 1960 population of 35,164, the Janesville library should have the equivalent of 17 1/2 full-time employees. However, if, on the basis of the projected 3% annual increase, Janesville is now 42,000, at least 20 1/2 full-time equivalent people are needed to staff the library, or an increase of 4.

The ratio between professional and nonprofessional staff members is 2 nonprofessionals to each professional. Under the library's present organization, there are 5 professional positions (director, reference, circulation, children's, and catalog librarians). This meets the ratio for present staff of 16 1/2 full-time equivalent employees fairly well. However, if the staff were increased to 20 1/2 full-time equivalent to meet present population needs, 2 professionals and 2 nonprofessionals should be added.

As will be noted elsewhere in this survey, the supervision of circulation is not a professional position. In its place the position of head of Adult Services should be created. The young adult librarian would be one of the 2 professionals added. Either an additional professional reference assistant or children's assistant should be the second professional position added, depending on the greatest need in terms of service demand.

Chart #4
Janesville Public Library
Personnel



Thirty-nine percent (9) of the 23 people employed by the library presently are part time. Greater efficiency and better continuity in job performance and scheduling can be accomplished by employing fewer people to cover the same amount of time. This would increase the number of full-time help and decrease the part-time.

A DESIGN . . .

72. *Professional staff should be available to provide information and advisory service at all hours when the central library is open to the public.*

At the present time, although professional staff is available for public service during the day hours open of the library, it is available only 2 evenings--Monday and Friday. It is conceivable that several people who find it convenient to come to the library the other evenings never have had professional reference, information, or reader's guidance service. Both staff scheduling and additional professional staff should be seriously considered. For example, if a young adult librarian is hired, she, the reference librarian, and the adult services librarian could be scheduled on alternate evenings until provision is made for more adequate coverage. Another consideration for evening work is that of additional pay for those hours. If the Children's Room is to be open evenings in the new building, professional staff should be assigned in the same manner as in the Adult Department.

IN-SERVICE TRAINING

A DESIGN . . .

73. *The central library should provide a program of routine and specialized in-service training for its staff and the staff of other libraries in the system. In addition, it should provide opportunities for its staff and staff members of other libraries in the system to participate in training programs offered by local, regional, state, and national organizations and agencies.*

All professional library positions and many nonprofessional ones are career jobs. Good career people can be retained by high job satisfaction, and a good program of continuing in-service training makes a major contribution to it.

The director of the library is responsible for setting a total program of in-service training for the staff. An in-service training program consists of several things:

1. **Employee Handbook.** This includes library organization and functional charts, general library rules and regulations, personnel policies, rules of conduct, library services and other activity locations within the building, what to do in emergencies, etc.
2. **Induction Program for New Employees.** It is important for new employees to experience an induction program to the library as a whole, as well as to their own particular duties, in order to understand the importance of their positions and relationships to the whole. In a library of this size, such a program can be conducted by the new employees' department head or immediate supervisor.
3. **Procedural Manuals or Codes** for the various departments and/or sections of departments. These are the how-to-do-it instructions for the various tasks performed. For example, the circulation desk would have detailed instructions on how to charge out books, check in books, registration, and on any other routine tasks. Another special one would be on shelf work. These take time to compile, and it is the duty of each department head to see that they are compiled and kept up to date. Much time is saved by the referral to good procedural manuals.
4. **Staff Meetings.** Good communication between administration and staff and among staff of the various departments is essential to the effectiveness of the library's operation. No one staff member should become so in-

involved within the confines of his own particular job that he loses a perspective on the library as a whole and the other equally important jobs performed by other staff members. At least 3 general staff meetings should be scheduled periodically during the year and conducted by the director. The director is also responsible for calling regularly scheduled meetings with the heads of departments (may include other supervisors within the departments, when advisable). These meetings would deal with library policy, its interpretation, new programs, common problems to all departments, interdepartmental relationships, budget, public relations, and any other subject of concern to heads of departments and the administration. These meetings should be on a biweekly schedule.

Department heads are responsible for holding department staff meetings regularly. These meetings are concerned primarily with intradepartmental activities, programs, procedures, instructions, problems, book selection, new techniques, and information relayed from the department heads' meetings. There may be times in those departments having particular work sections, such as circulation or reference, when sectional meetings or conferences with the supervisor in charge will be held. Also, there may be times when it is advisable for 2 departments, such as Adult Services and Cataloging, to hold a joint meeting. Departmental meetings should be held at least monthly except in those months when a general staff meeting is scheduled. The agendas for any of these meetings should always be open for suggestion from the staff participating.

This may seem to be a redundancy of meetings involving staff, but the end result will achieve better library service, greater staff morale and cohesiveness, and less frequent interruptions of one another devoted to repetitive questions and conferences.

However, judgment must be used in calling the meetings--if there is nothing to be discussed, cancel the meeting through proper notification, but do not permit one cancellation to lead to another until the meetings or conferences are lost.

The best time for scheduling these various meetings is the first thing in the morning before the library is open to the public. Not everyone can attend every meeting on his schedule, because of evening hours to be worked. However, by not scheduling on the same day each time, everyone will have an opportunity to attend the majority of the meetings.

5. **Library Literature.** Reading current library literature is an excellent way for staff to keep up on the latest thinking and advances in the field. The professional library should be accessible and convenient for staff use and encouragement given professional and nonprofessional staff to use. If the library feels that some of the library periodicals should be placed with the magazines for the public, there should be additional subscriptions for the professional library.
6. **County Librarians' In-Service Training Meetings.** While these meetings are geared to the needs of the librarians in the smaller libraries in Rock County and the professional staff of the Janesville library participates in the conduct of them, the nonprofessional staff members can profit by attending those which are pertinent to their particular jobs. If Rock County library service is established, these meetings will, no doubt, be structured so as to be of more benefit to both the staffs of the Janesville and Beloit libraries. Time and expenses should be allowed for attendance.

7. Local Institutes or Conferences sponsored by organizations, agencies, business, or municipal government. Arrangements should be made for staff members to attend those which may have an on-the-job impact. The local newspaper is one source of information on the content and scheduling of them.
8. Formal Courses. The schedules of both the University Extension Center and the Vocational and Adult Education School should be reviewed each semester for courses that may be of value to any staff members for on-the-job improvement. Those staff members should be encouraged to take the time, and expenses should be granted them. Special summer courses at the University of Wisconsin library schools in Madison or Milwaukee offer good opportunities for professional refreshment and advancement. Here, too, arrangements should be made for any staff member who attends to receive time and expenses.
9. State and Regional Library Institutes and Conferences. These are the real library-to-library exchange of ideas and exploration of new ideas and methods. Those institutes and conferences which are geared especially to a particular phase of work should have the proper Janesville library employee representative in attendance. Attendance at the annual conferences of the American Library Association and Wisconsin Library Association should be rotated to give all professionals an equal opportunity to attend. Some nonprofessionals also will be interested in attending the state conferences. Everyone should be given the opportunity on a rotating basis to attend the district meeting. Time should be allowed and expenses paid for all of these meetings.

10. **Library Staff Meetings with Staffs of Other Libraries in the Community.** From time to time (at least once a year), the director and professional services staff of both the Children's and Adult Departments should meet with the elementary and junior high school librarians to correlate their services and programs and to better understand the functions of each type of library. In the same manner, the director and the professional services staff of the Adult and Children's Departments should meet with the high school librarians and with the librarians in the local institutions of higher education. It is recommended that the public library initiate these meetings.

The better informed and more alert the staff is the better job performances are, and, subsequently, the better the service and public relations are. With 70%-75% of library budgets spent on salaries (Janesville spent only 52% of its 1966 budget and estimated 60% in 1967), libraries are obligated to make this investment pay off by constantly upgrading each employee's performance and keeping his interest in the library at a high level.

PERSONNEL POLICY

A DESIGN . . .

75. *Written statements of policy on personnel management should be adopted by the library board, carried out by the administrator, and made available to all staff members.*

Earlier in this report, it was suggested that personnel policies be the first to be written. Included in these policies should be a position classification plan (with job descriptions) and a salary schedule as stated in Standard 76.

A DESIGN . . .

76. The public library should have a position classification plan, grouping similar positions together for equitable personnel administration. Rates of pay and other compensation for professional staff members should be comparable in all grades and steps with rates of pay in other professions requiring similar educational preparation and with which libraries must compete on a national scale. Nonprofessional personnel should receive pay and compensation comparable with that received for similar work under similar conditions in the locality. Personnel who are fully qualified should be given advancement to positions of greater responsibility in the system before recruiting from outside the system.

The salary schedule for the Janesville library employees is low. A new schedule should be adopted by the board as soon as possible to retain present personnel and recruit for job vacancies. The library is competing nationwide for professional librarians and is competing in a very tight market. It is competing locally with business, industry, and government for nonprofessional staff. Local school and higher education library salaries also bring competition for personnel. To attract the competent help it needs, the jobs must not be downgraded in the eyes of prospective employees by low salaries.

"Position classification is a grouping of positions into classes based on the similarity of:

- (1) the nature and difficulty of work performed
- (2) the amount and level of responsibility involved
- (3) the experience and training required for the proper performance of the duties of the position

. . . . It is a tool for recruitment, placement, promotion and transfer of personnel. It is invaluable in training and in evaluating efficiency. It is the

basis for an equitable compensation plan. In giving a detailed picture of each position, its relationship to other positions and to the whole, the plan presents a clearer understanding of the organization of the library. It serves administration in general by revealing organizational defects, thus pointing the way to re-alignment of positions and more efficient planning and budgeting. Finally, being an impartial, systematic approach, it avoids purely personalized treatment of work and pay problems, and therefore, becomes a positive step in the improvement of staff morale."*

The steps in the preparation of a position-classification plan are:

1. Job analysis of each position. (At the time this survey was made, this step was accomplished. See Appendix Exhibit 1 for form used.)
2. Job descriptions and specifications
3. Determination of classes of positions
4. Class definitions and specifications
5. Classification grades

After these steps have been accomplished, the salary schedule is determined. This includes the salary range with the intermediate steps of pay increases between the minimum and maximum for each class and grade.

. DESIGN . . .

77. Professional staff members should serve a one-year probationary period, and other library staff members should serve a probationary period of at least six months; at the end of such period, they should have protection against discharge without cause.

* A. L. A. POSITION CLASSIFICATION AND SALARY ADMINISTRATION IN LIBRARIES, 1951.

The library board would be well advised to adopt the above statement on employee probationary periods as a part of their personnel policy. This provides a test period for both the library and the new employee. The library is given a period of time to assess the employee's adaptability to the position for which he was hired and his potentiality for growth. The employee is given the opportunity in this period to decide whether the job is what he thought it was represented to be and whether his interests are compatible with the library's program. At the end of the probationary period, termination, if necessary, of employment by either party can be accomplished with a minimum degree of difficulty. In the majority of cases, employee will continue as a permanent staff member with the assurance to the library and the new employee that the right person has been hired.

A DESIGN . . .

78. *The public library should adopt personnel policies which include the following benefits:*

vacation allowance for professional librarians of not less than 20 working days after the first year of service;

vacation allowance for nonprofessional employees conforming to local government practice, but not less than 10 working days after the first year of service;

vacation and sick leave benefits on a prorated basis for permanent part-time staff;

daily rest periods;

sick leave of one working day per month, cumulative to 120 working days;

leave of absence without pay and without loss of seniority for purposes such as travel, education, and extended illness, when such leave is not prejudicial to the best interests of the library;

travel expenses and official leaves to attend professional meetings of major importance to the library; and periods of professional reading.

In addition to the previously discussed personnel policies, those stated above in Standard 78 are the employee benefits important to the staff. These are also of great value when recruiting for new employees.

The Janesville library follows the standards for vacation allowances. The paid sick leave policy should be increased from 10 working days a year to 12 (one day a month). At present, there is no policy of accumulating unused sick leave. The board should adopt the recommended accumulated 120 days. The accumulated amount may be used by the employee in any year after the current year's allowance has been used. Permanent part-time employees should receive both vacation and sick leave benefits on a prorated basis.

Employee contributions to group hospital insurance are paid by the city. If the employee elects to participate in group major medical insurance, he pays his own premiums.

The library has the established policy of paying all reasonable expenses of an employee attending library meetings and conferences, as well as allowing official leave to attend. This policy should be extended to include formal course attendance as indicated in the section on in-service training.

The professional employees should be allowed at least one hour per week for reading professional literature on library time. This reading should be regularly scheduled and done in the library away from public desks.

The employees participate in the Wisconsin Retirement Fund and OASI.

MATERIALS

MATERIALS

This chapter can best be introduced by a succinct quote from Wisconsin's standards for public libraries:

"Quality, quantity and accessibility of materials are essential for effective service."

This portion of the Janesville survey deals then with the quality, quantity, and accessibility of materials available to Janesville residents. The fact that both state and national standards are based on the premise of libraries linked in a system for service does not obviate the pertinence of certain selected standards being applied. One important standard from A DESIGN . . . should be noted at the beginning of this chapter. It is the first standard under the Materials section of that document and reads:

55. All public libraries should have a written statement of policy covering acquisition and selection of books and nonbook materials. These statements should define staff responsibility and be approved by the library's governing body. The acquisition policy should include statements on the following: (a) the purposes and community needs to be reflected in acquiring materials for all age and interest groups, (b) the scope, emphasis, and limits of the collection, and (c) the relationship to collections in other libraries for materials not appropriately held. The selection policy should include a statement on the following: (a) the principles and criteria that govern selection, (b) the library's position on the Library Bill of Rights and the Freedom to Read statement, and (c) the library's reliance on other resources.

Janesville does not have such a book selection policy on which to build its collection and services. The formulation of this basic tool should be given high priority by the library board and the professional staff.

THE ADULT COLLECTION

In 1965, the Janesville Public Library reported total adult book stock of 49,460, which placed its holdings slightly above the absolute minimum of 2 volumes per capita for the adult and young adult population as enumerated in the 1960 census.

Wisconsin standards recommend that a Type I library add one-fifth volume annually for each person in its service area. Using, again, the 1960 census figure, this would mean that in 1965 Janesville should have added slightly more than seven thousand (7,000) volumes, of which at least 4,300 would be adult. However, during that year, Janesville added only 2,145 volumes to its adult collection, or about 48% of the recommended number.

SELECTION AND BALANCE

Beginning in 1964, an all-out program to obtain all the starred and double-starred items appearing in the *STANDARD CATALOG FOR PUBLIC LIBRARIES* from 1958 to the present was begun. Laudable as the idea was, the project could not be completed because of the many titles the library did not hold versus the amount of book money available. The library board should seriously consider asking the city for a capital book expenditure item, above the regular book budget, over a limited number of years to complete this project.

At the present time, the 1964 *SUPPLEMENT* is completed. The 1959-63 *CATALOG* has been entirely checked and is complete through the 600's; the 900's are also complete; the 700's and 800's are incomplete, with orders holding.

As a result of the expenditure this project involved, the library was hard pressed for current materials during 1965 and 1966. Despite that handicap and the necessity for using American Lending Library to a greater extent than the librarian would have preferred, the staff is to be congratulated on its overall se-

lection quality. For example, a check of *NOTABLE BOOKS* for 1964, 1965, and 1966 showed that the library held 127 of 156 titles, or 83%.

Standard selection tools are readily available for staff use, e.g., *LIBRARY JOURNAL REVIEWS* on cards, *KIRKUS*, *BOOKLIST*, etc.

A general shelf-list check revealed a fairly good balance between fiction and nonfiction. However, there is an overstock of mysteries, westerns, and light love in relation to total fiction holdings.

Because of space problems, the reference collection is housed in 2 areas, with the largest portion shelved in the Adult Department.

The collection is good, with new editions of basic materials, but there is a need for enlarging the holdings. For example, the library has the *READERS' GUIDE* but has neither the *INDUSTRIAL ARTS INDEX* or the *EDUCATIONAL INDEX*, which should be held by a library of this size for bibliographic research and patron help.

Because there appears to be a real need to reach out to education, business, and industry, it is recommended that additional materials be acquired in the field of psychology and education and manuals in the field of engineering and technology. Enlargement of the present holdings of telephone directories should prove worth while also.

If the Rock County system comes into being and Janesville assumes reference and interloan functions, it will be advisable to use additional funds to "beef up" the reference section.

PERIODICAL HOLDINGS AND PAMPHLET FILES

Janesville Public Library subscribed to 125 periodicals in 1965 and added 5 additional titles in 1966. This is drawing close to the 140 titles indexed in *READERS' GUIDE UNABRIDGED*. Duplicate circulating copies are provided for the most

widely used and more popular titles. Back files of magazines are retained for a 10-year period as a general rule and provide a heavily used service.

Because of extensive reference use within the building, it is recommended that as space is available the circulating magazine titles be increased as well as the noncirculating titles. Again, considering the present reference use of magazines within the building, to say nothing of the role that Janesville may play in the future through a Rock County Library system, serious consideration should be given to placing most used and most important magazine holdings on microform.

Systematic ordering is done for the pamphlet file, but these holdings too should be broadened and increased as adequate space is available. The library uses *VERTICAL FILE INDEX* but does not subscribe to *PUBLIC AFFAIRS INFORMATION SERVICE*.

GOVERNMENT PUBLICATIONS

Selected federal documents are purchased presently. Beloit College is a designated partial depository for government publications and should be used as needed. Janesville should request state depository status through the Division for Library Services.

NONPRINT MATERIALS

The only nonprint material presently held by the Janesville Public Library is sound recordings. There are 1,150 discs in the adult collection, and these provide a popular service. Many comments from individuals indicated a hope that the collection would be expanded in the future.

The library does not provide films, filmstrips, or slides. However, the staff is aware of the considerable interest in the community in 16 mm. film service, and plans are made for membership in the Wisconsin Library Film Circuit at such time as money and staff are available.

ACCESSIBILITY

Materials on the whole are readily accessible to the users, with one notable exception, and that is the collection housed in the basement and so indicated in the card catalog by the word "adult" typed in the upper right-hand corner. Examination of this collection revealed it to be a selected collection of what are apparently considered controversial books. The basis for the selection of materials to be segregated in this manner is unclear and obviously inconsistent. For example, 3 of the Ruark titles held by the library are there presumably because of raw language, overexplicit sex, and brutality, but Brown's *MANCHILD IN A PROMISED LAND* is on open shelves. Additionally, books on marriage and sex education, plus a small group of other nonfiction titles, are there.

The presence of this collection, small though it is, points up the need for a book selection policy for the Janesville Public Library which would effectively stop the practice of closed shelving for anything other than rare or expensive exhibit items.

Other materials that must be retrieved from this basement area are obviously there because of the space squeeze. However, prior to moving into the new building, a massive weeding operation should take place. Examples of some items that should be considered for disposal are westerns, mysteries, a set of Cooper, back files of *PATENT GAZETTE*, and the complete set of *ST. NICHOLAS*. Depending on condition and historical value, some of these might be offered to other institutions. *ST. NICHOLAS*, for example, might be placed at one of the State Universities having a course in children's literature.

THE YOUNG ADULT COLLECTION

There is really no young adult collection in the true sense of the term, since the small collection so designated is made up of titles best used by the junior high school reader and is largely fiction.

It is recommended that a plan be developed to order specific adult titles of interest to young adult readers and to establish a young adult collection for the space assigned in the new building. Such basic tools as *DOORS TO MORE MATURE READING* should be helpful in building the collection.

THE CHILDREN'S COLLECTION

The first objective of public library service to children is to make a wide variety of books and other materials accessible. As noted in the introduction to this chapter, *A DESIGN . . .* states that the volumes in the children's collection should total a minimum of 2 books per capita, should be 33% of the entire collection, and one volume for every 5 people should be acquired annually to maintain the collection. Recent national standards, *MINIMUM STANDARDS FOR PUBLIC LIBRARY SYSTEMS 1966*, indicate that a range of from 20% to 30% of the volumes added annually should be for children, chosen on the basis of the characteristics and needs of the area. In further elaboration, it recommends that no more than one-half of them should be new titles, and in general that two-thirds of the annual additions for children should be replacement or duplicate copies of older works. It is recommended that even the largest system should not exceed the addition of more than 1,000 to 1,200 new titles annually.

According to Janesville's 1965 annual report, there were 35,003 books, 170 recordings, and 10 periodical titles in the Children's Department. Thus, 41+% of the total library collection were juvenile books. However, by board action in 1966, 14,000 books purchased by the public library as a part of the joint public library and public schools program of providing school library service were transferred to the public schools (the joint venture was discontinued in 1964). As a result, when records were cleared, the book collection reported in 1965 numbers

21,008 volumes, or 25% of the total library collection. This places the juvenile holdings slightly below the 2 books per capita minimum for the children in the city of Janesville and 8% below A DESIGN . . . 's recommended proportion of juvenile books in the total collection.

During that same year, 1,642 volumes, or 43% of the total acquisition, were children's books. Thus, a higher proportion of children's books was acquired than the recommended 20% to 30% of total volumes added, but the rate of acquisition was below standard. Since no record of the number of new titles had been kept in 1965, a check was made of the first 11 months of 1966 purchases. It showed 663 titles purchased; 562 of them were new titles.

SELECTION AND BALANCE

There is no written book selection policy nor budget allocation for children's materials; however, a systematic procedure of checking standard selected bibliographies and current reviews has been established, and a consideration file is maintained. A complete check of the 4,526 titles in the *CHILDREN'S CATALOG* and its 1962, 1963, 1964, and 1965 *SUPPLEMENTS* was made in 1965, and orders for desired, not-held titles are being made as rapidly as budget permits. For example, by tabulating the 1965 *SUPPLEMENT*, it was learned that, out of the 324 titles listed, 251 titles were held, 52 were ordered and received, and 21 were not desired. Ordering from the *SUPPLEMENTS* has been completed; the basic catalog will be examined for orders when a new allocation of funds is made.

Library editions are purchased when available; decisions as to whether books should be prebound and whether multicopies should be ordered are made from knowledge of reading interests, demand for subject, and judgment based on reviews. The collection evidences a regular mending program and the always-with-us need for weeding.

The materials collection, including the circulating, reference, professional books, periodicals, and recordings, was examined. The collection provides well for the varying abilities and potentials of preschoolers through 8th grade chil-

dren in the community. The books and periodicals have been well chosen to satisfy the recreational, informational, and inspirational reading needs of children. Nonprint materials are represented only by recordings--no filmstrips or films are made available. The professional collection on children's literature, bibliographies, and selection tools might well be expanded to include other books for parents, teachers, and students on children's books and reading.

REFERENCE

A strong reference collection is maintained, up to date, broad in its scope and in its depth of holdings. It includes:

Almanacs--1966 WORLD ALMANAC

General encyclopedias--BRITANNICA JUNIOR 1963, COMPTON'S 1962, WORLD BOOK 1963, BOOK OF KNOWLEDGE 1965

Yearbooks--COMPTON'S and WORLD BOOK

Science--BOOK OF POPULAR SCIENCE 1965, YOUNG PEOPLE'S SCIENCE ENCYCLOPEDIA 1962, PICTORIAL ENCYCLOPEDIA OF SCIENTIFIC KNOWLEDGE (English publication), AUDUBON'S NATURE ENCYCLOPEDIA 1965, ENCYCLOPEDIA OF PETS, PLANTS AND ANIMALS, NATURE ENCYCLOPEDIA OF AMERICA, OUR WONDERFUL WORLD 1957, STATE BOOK OF TREES, STATE BOOK OF BIRDS AND FLOWERS

Social science--LANDS AND PEOPLES 1965, MILESTONES TO AMERICAN LIBERTY--Meltzner, Milton, 1961, Crowell, PICTORIAL ENCYCLOPEDIA OF GEOGRAPHY (English publication), WORLD MARK OF THE NATIONS ENCYCLOPEDIA 1960, PICTORIAL HISTORY OF AMERICAN PRESIDENTS 1965--Barnes

Dictionaries--WORLD BOOK DICTIONARY 1963, WEBSTER ELEMENTARY DICTIONARY 1966

Atlases--GOODE'S ATLAS OF THE BIBLE LANDS, INTERNATIONAL STANDARD AMERICAN HISTORY, and 3 others

Special subjects--Saints (LIVES OF THE SAINTS, 4 vols., THE SAINTS)

Coins (CATALOG OF WORLD'S MOST POPULAR COINS 1965)

There is a need for the replacement in the next year's reference allocation of the 1962 COMPTON'S, and, in the following years, the WORLD BOOK and JUNIOR BRITANNICA, and a continuing allocation for replacement and new titles.

CIRCULATING COLLECTION

Preschool through 8th grade books are included in the collection. Every field of knowledge (religion, social sciences, science, useful and fine arts, literature, biography, history, travel) is reasonably well covered in the nonfiction collection and at varying reading levels. Picture books, readers, and easy-to-read books are classified LC (little children) and a separate section of stories for Grades 3-4 maintained. Books for preschoolers through the primary grades, the nonfiction and the fiction collections are well balanced, probably close to the recommended 10%, 58%, and 32%. In the fiction collection, there is some duplication of the teen-age stories which make up the bulk of the young adult collection shelved in the Adult Department. Sports, horse, and mystery stories are shelved separately. Books of enduring worth and current titles are evident, as well as some nonfiction chosen because of the need for the particular information at the particular reading level or stories of the stepping-stone variety. Adult books are made available for 7th and 8th graders needing them for school assignments. There is a need for replacement of basic fiction and picture-book titles, expanding the easy-to-read books, with more emphasis on trade books rather than readers, and development of a noncirculating exhibit of "books of enduring worth" for adults interested in gifts for home libraries, parents, teachers, and students of children's literature.

PERIODICALS

JACK AND JILL, HIGHLIGHTS, CHILD LIFE, HUMPTY-DUMPTY, CHILDREN'S DIGEST, AMERICAN GIRL, SEVENTEEN, BOYS' LIFE, POPULAR MECHANICS, and POPULAR SCIENCE--current issues and a 6-month back file are circulated in the Children's Room. Periodicals from the adult collection are made accessible to children as the need arises.

ORGANIZATION
OF
MATERIALS

ORGANIZATION OF MATERIALS

"Through adequate organization, books and other library materials may be located readily and made available promptly. Much of the quality of the service given in a library is dependent upon how well this part of the work is done. Organization includes cataloging, classification, and other processes for preparing the book for the reader

"Organization of materials should follow accepted principles of management, both in administrative practice and in scientific planning, for a smooth and rapid flow of work. This will ensure that all materials will be made available for use promptly.

"Data should be recorded to provide a measure of the library's collection, to aid in making administrative decisions, to report to statistics-gathering agencies, and as a record of the library's history."

*"Organization of Materials, an Introduction,"
A DESIGN . . .*

A CENTRALIZED DEPARTMENT

A DESIGN . . .

81. In a central library, responsibility for cataloging and other steps in organization of materials should be clearly defined and centralized in designated staff members or departments.

The present organization of the technical processes gives a confused impression of multiple supervision and overlapping areas of work instead of clear-cut lines of authority and precise demarcation of functions. Five of the 6 persons involved in ordering and processing book and nonbook materials report directly to the head of the library, with no intervening supervisor. On the other hand, the

typist has 2 supervisors and the processing clerk has 4. It should be pointed out that, once the work of the processing clerk is assigned, it is not revised by any of the 4. In fact, it is customary that each person works independently in technical processing without revision of her work except for the typist whose cards are proofread.

Study of the job analyses reveals that work overlaps between circulation and technical processing, as well as between workers within the technical processing area. (1) The cataloger catalogs books. So do the director and the head of the Children's Department. The circulation librarian catalogs phonorecords. (2) The order clerk also types catalog cards and checks card filing. (3) The typist types catalog cards and also files them. (4) The book processor also does circulation work.

In the new library building, it would be advantageous to organize the work so that a book-processing unit would be established with a supervisor at the head. It should include (1) book and LC card ordering and receiving, (2) cataloging of book and nonbook materials, (3) typing of cards and pockets, (4) filing of catalog cards, (5) physical processing of books and nonbook materials, and (6) recording of statistics.

Control of processing should be in the hands of the cataloger. Cataloging should be entirely within the unit and not split, as it now is, between the cataloger and the head of the Children's Department. A unified treatment of materials can be achieved only by this means. With the use of LC cards and the LC subject-heading book, she will have to make innovations and alterations in the work which will affect both juvenile and adult entries. Even more drastic change will come with the new cataloging code recently published. Two conflicting usages, such as would result from an uninstructed cataloging of juvenile books and a sophisticated

treatment of adult books, should be avoided. There may have to be workers employed only part time in processing and part time elsewhere, but during the time in processing they should be under the supervision of the head of the unit. In this reorganization, the supervisor of the unit would be the one person to have immediate contact with the director.

If county service is given by the library, the Technical Processing Department will not need further reorganization than recommended here, but will need expansion of staff, especially on the clerical level, to accommodate the additional typing and physical processing of books. If centralized ordering and processing of all books purchased by the libraries in the county, as well as those purchased for the county service per se and union lists of holdings produced is to be provided, thorough investigation of the types of mechanical card reproducing equipment must be made, as well as the most efficient and least costly methods of ordering, cataloging, and physical processing. This is in itself a separate study in depth.

A DESIGN . . .

80. *In all public libraries, there should be coordination among the staff members who work with the public, those who select materials for purchase, and those who do the technical processing.*

Since the Technical Processing Department provides, in a very real sense, a service to the service departments of the library, it is essential that it have good communication with each of them in order to understand their specific service needs that may affect the processing of both book and nonbook materials. The service departments must be advised of the general policies and practices governing the operation of technical processing in order to understand the "why" of practices and changes in practice and to fully utilize the records produced by that department for their use.

The Technical Processing Department is unique in that it handles all cataloged materials from the ordering to the preparation for use. Before the materials are shelved, they should be made available for staff perusal on a regular schedule so that personnel has an opportunity to become acquainted with the library's acquisitions before they are available for public use. Staff needs to know the collection with which they are working.

A DESIGN . . .

83. *Processing and related operations should be conveniently located in relation to public service areas and to each other.*

There is every reason to believe that the new library facilities will create not only better working conditions for the Technical Processing Department but also that it will be more convenient to the public service areas.

POLICIES AND PROCEDURES

During the survey interview, both the administration and staff indicated concern in several areas of cataloging and classification policies and procedures. These are, of course, closely related to the reorganization of the department.

Wilson or LC Cards

In consideration of future expansion of this library, one questions whether Wilson, with its limited list of cards available, would be adequate. LC cards cover a far greater number of titles than Wilson. Also, LC provides subject headings adequate to an adult population in comparison with Wilson subject headings suitable for grade and high school students. LC provides Dewey call numbers and has now initiated a device for segmenting the numbers in a way useful to smaller libraries which may not wish to use the whole Dewey number. LC cards should be used for all titles (with the possible ex-

ception of fiction) so that their use will permit the cataloger to do the maximum quantity of cataloging.

The Latest Edition of Dewey

There is no escape from using the latest edition for the reason that new printed cards and other sources for Dewey call numbers will be using the latest edition. It is especially necessary to use the new when considering the new material in science for which no numbers are provided in the old edition.

Use of Classification Number on Printed Cards and in Other Authorities

With the increase in length of many Dewey numbers, a decision must be made by the cataloger as to how much of the number she will use. This may vary in each classification, depending upon the size of the collection in a given class. Now that LC cards will be segmenting the numbers by means of ' (prime) marks, the policy can be determined by the cataloger and a schedule drawn up to which she can readily refer. In mathematics, she might use the number to the first prime mark, in aeronautics, to the second prime mark, and, in literature, she might use the whole number. She would not automatically use the number given on the printed card, but neither would she check every number against the Dewey classification.

Changing of Old Classification Numbers

The stress today is on considering the call number as a finding device. Although cataloging theory would involve correcting all titles to fit into a perfect scheme showing the relation of each book to every other in a given classification, the cost in time and money is prohibitive. The user and the cataloger will find the book so long as it has a unique call number. Leave the old books as they are. An exception might be made with regard to books in psychology. The entire classification has been remodeled to include those

psychology books formerly in 132 in the 150's. This is the major reclassification change in the 17th edition of Dewey. The cataloger may find it more satisfactory to recatalog this group.

The Change from the Two-Figure Cutter Table to the Three-Figure

Since all Cutter numbers have to be tailored to fit the individual shelf list, the practice may be to determine if the author is already listed with a two-figure number and stick to it. However, if there is time, and if one hopes eventually to have a collection with three-figure author numbers arranged so that the books will be in perfect alphabetic author sequence, there is no choice but to recatalog each old author as the new work he has written is received. One cannot hope to have a three-figure table superimposed upon a two-figure table without flaws in alphabetic author sequence. These will be permanent unless recataloging is done.

Subject and Authority Files

The card authority file is expensive to maintain and should be discarded. An alternative device for an author authority, which has the advantage of automatic limitation and rejuvenation, is to trace variations of an author name on the verso of the main card in the public catalog, and type the necessary cross-references. When the main card is pulled, the cross-references are pulled as part of the set. By this process, when the author is no longer in the catalog, the variant name cross-references are eliminated also. The substitute for a subject authority file is the LC subject-heading book. This is not to be checked each time a set of LC cards is received. Instead, each time a new edition of the LC subject-heading book is issued, the subject headings will be checked against those in the card catalog. Changes will be made in the cards to bring them into conformity with the latest LC practice. This

is a slow operation, but it is done only once in several years and takes far less time than checking every card set against an authority file.

Fiction Title Page Cataloging

Taking the author name used on the title page is being done increasingly, not only in fiction but in other fields when an author uses a different name for each subject field in which he writes.

SERVICES

SERVICES

HOURS OF SERVICE

A DESIGN . . . recommends that the central library be open for service at least 64 hours per week. Both PUBLIC LIBRARY SERVICE and the more recent MINIMUM STANDARDS . . . state that libraries should be open 6 days a week for the full range of services during morning, afternoon, and evening hours.

National standards also state, *"The children's area in each agency maintains the same hours of service as the rest of the agency. Library hours include times when children are free to attend."* Additionally, *"There must be professional library assistance to children in each agency during its hours of service."* In A DESIGN . . . , the pertinent standards state that the full range of service to children should be available during the regular morning and afternoon hours and selected evening hours.

The Janesville library is open 68 1/2 hours per week during most of the year, with a slight decrease during the summer months. The normal schedule is 9:00 a.m. to 9:00 p.m., Monday through Friday, and 9:00 a.m. to 5:30 p.m. on Saturday.

In consideration of state and national standards which say, *"full range of service"* and *"professional library assistance available during hours of service,"* the problem of staffing for these hours of service may become a consideration of importance.

Presently, the Adult Department is staffed with professional librarians and library assistants during daytime hours, but professional assistance to patrons is available only on Monday and Friday evenings.

The Children's Department is available for patrons to borrow from the collection at all times that the library is open. The Children's Room is staffed from 9-10, 12-1, 3-9 each weekday, 9-5:30 on Saturday, and from 9-9 whenever the children are free from school.

The children's librarian and the children's assistant are each scheduled for one evening duty each week in the Children's Room. At other times, another staff member mans the desk.

C I R C U L A T I O N

Since Janesville has made the decision to convert to photographic charging, there is no need to debate the efficacy of one method of circulation control over another. Elimination of the process of "slipping" books will free some clerical time. However, any type of circulation control requires clerical time either before or after the fact, so careful planning should be given to eliminating as many unnecessary routines as possible and in streamlining what is necessary.

It should be noted that the same circulation procedures and rules apply to both adult and juvenile borrowers in all matters except those concerning the number of books that may be withdrawn at any one time. When photographic charging is installed, all circulation will be handled at a central point.

There is a limitation of 6 children's books per card to adult and juvenile borrowers. A special teachers' card is issued on which teachers may borrow 30 books for a 4-week period, with a 2-week renewal privilege. A special letter goes out each fall to the schools, regarding service. In 1965, the policy was changed to require teachers to select their own books; in 1966, the number loaned was cut to 20 books per teacher. A separate count and circulation file is kept for these loans; a number of years ago, the count for home use during the time

the books were in the school was dropped. The 1965 circulation decreased from the 1964 count of 13,000 and is down again this year.

Adults have no limit placed on withdrawals except for the one-week fiction collection where 4 books per card are allowed. Circulating magazines are loaned for one week and are not renewable.

The Janesville library is to be commended on its policy of a 4-week, nonrenewable circulation period for the bulk of its materials. The renewal practice, not fully recognized by many libraries, is one of the most costly of circulation activities.

At the time of this study, and prior to installing photographic charging, circulation staff was spending a great deal of time in posting and filing overdue charges. These charges are set at 2 cents per day per book and are posted from the first day.

Patrons are required to pay a maximum fine of \$1 per book regardless of the length of time the book is kept out and is unavailable for other users. Borrowers who lose books pay for them at the library's discount price.

Lost book charge records are kept for 8 years if the individual is listed in the *CITY DIRECTORY*, for 4 years if he is not.

It is to be hoped that with the new charging system in operation the time spent on overdue notices and record keeping will be cut to a practical minimum. Staff time consumed in these details is far more expensive to the operation of the library than is warranted. Many libraries have examined the problem of book-keeping small amounts of overdue charges and discarded the operation as not feasible; instead, an "honor" system has been substituted and has been found to work well.

In the matter of long-overdue charges and of lost-book charges, the Janesville library is overgenerous to its patrons. The maximum charge levied against the borrower who keeps a book out for a lengthy period seems unrealistic and should be reconsidered. The practice of asking a patron to pay only the library's discount price for a lost book fails to take into account the cost of reordering and processing a replacement copy or a similar title on the subject.

The economics of maintaining records of lost books for 8-year and 4-year periods is questionable. Although many large libraries with very sizable clerical staffs still retain an almost "cradle to the grave" record of patron indebtedness in this regard, the medium-sized library should rethink its procedures and relate them to a reasonable time period for record keeping and for worth of the materials. Exceptions for flagrant misuse and for recovery of timeless and very expensive materials can always be made and stated in the library's policy manual.

Additionally, the library's policy on the schedule of reimbursements for lost-book returns should be reconsidered in the light of rising book prices for replacements and of staff costs in record keeping and retrieval routines.

Within the limitations of policy decisions mentioned in the above paragraphs, the circulation procedures as written for the circulation staff are clearly stated and kept to a minimum of fuss on the whole.

At the present time, there exists on the Janesville staff the title of Circulation Librarian, which calls for a professional person. In actuality, this is a multipurpose job as it is now structured, so the title is misleading. However, the circulation functions of a library can and should be handled by a circulation supervisor, freeing the professional staff for work with patrons in the Adult Services Department of the library and for work with groups and organizations outside the library.

The position of Circulation Supervisor calls for a high caliber nonprofessional person with managerial and organizational skills who can establish good public relations between the Circulation Department and the public and who can train and supervise the circulation assistants on the staff.

REGISTRATION

Patrons from the city of Janesville, both adult and juvenile, are registered for a 4-year period. Almost all nonresident cards are issued for a family's use at a charge of \$6 per year. The only nonresidents for which this fee does not hold are the out-of-State summer employees of the Libby Canning Company. These persons are charged a \$2 deposit fee, which is refunded at the end of the work period. Holders of deposit cards are limited to 2 books at a time.

Current records show a total of 18,588 registered borrowers. Of this number, 10,848 are adults and 7,740 are juvenile.

Children in Janesville may have a card as soon as they can sign their names. They are registered in the Children's Room until age 14. Seventh and 8th graders are permitted full use of the adult collection through a parent consent card.

THE LIBRARY'S SERVICE TO THE ADULT COMMUNITY

The makeup of the adult community of Janesville has been delineated in an earlier chapter of this survey. The purpose here is to consider the role which the library is presently filling in the life of the community and the possible directions that role might take in the future.

INDIVIDUAL USE OF LIBRARY'S SERVICES

Prior checks by the library staff had established the fact that an average of 394 persons visited the Adult Department of the library daily. Accordingly, using the unoriginal but fairly reliable technique of the self-service questionnaire, 1,800 simplified questionnaire forms were placed near the circulation desk, and all adult patrons were asked to complete one during the week of November 20, if they cared to cooperate. [Six hundred and sixty-two valid responses were obtained--or a little better than 33% of those projected to enter the building.]

Persons who made repeated visits during a week were asked to answer only once during the sampling period.

Before discussing the trends as revealed by the questionnaire, there are 2 points which must be stated clearly:

1. Only a part of those answering filled out each segment of the questionnaire, since this was a totally voluntary response.
2. The time period was not one in which the library necessarily reached its peak in traffic. An earlier November or middle March period might be used later after the move to the new building as an additional check.

Whatever the reservations may be, here are some of the findings of the sample:

A. Reasons for using the library

As in most questionnaires, the first question is the most fully answered. There were 562 total responses to this question.

1. 50.8% of all adults came to the library to find a "good book" or a particular book.
2. 13.1% came simply to bring their children or to get materials for their children.

3. 12.2% came for specific information in relation to a business, club, or personal hobby need.
4. 8.6% came as a result of needs involving a specific course assignment.
5. The remaining 15.3% came for an assortment of reasons--mainly to borrow magazines or to read in the library during leisure time.

B. Patron satisfaction

Results of the questionnaire indicate a high degree of patron satisfaction with library service within the building. This satisfaction was brought out statistically, but it also was reiterated in the section of the questionnaire where patron comments were solicited.

1. 81.7% of those people seeking information were successful in obtaining it.
2. Of the 18.3% who were unable to get the information needed, less than one-half was due to lack of knowledge--or ownership--by the library.
3. The bulk of the comments were highly favorable toward the attitude of staff and the library collection. Those comments which were critical of the library were largely based on space, storage, and retrieval problems that will be solved when crowded stack and seating conditions are remedied by the new building under construction.

C. Patron profile

It is interesting to see just who makes up the public that came to the library during the testing period and cooperated by filling out the questionnaires.

1. Age of user

- a. 75.3% were below age 50.
- b. Almost 23% (22.9) were under age 20.

c. 18.7% were from age 50 to 69.

d. 6% were age 70 or over.

2. Sex

62.7% of all adult patrons were women.

3. Frequency of use

a. 51.4% used the library once a week.

b. 36% came at least once a month.

c. 6% indicated infrequent use.

d. 4.9% came less than once a month.

e. 1.7% were there for the first time.

4. Length of use

a. 50.2% of those responding have used the library for more than 10 years.

b. 9.2% are new patrons within the year.

c. The remaining 40.6% are users from a one- to 10-year period.

5. Educational level

a. 41.3% of the adult users have high school educations.

b. 33.4% have completed college and/or additional graduate work.

c. 20.8% are grade school graduates.

d. 4.5% have attended vocational school.

6. Occupational status

a. Homemakers and business people comprised 51.1% of those using the library during the test period.

b. "Students" contributed 20%.

c. Laborers and retired persons accounted for 13.8% and present a nebulous interest area.

d. Of the remaining 15.1%, 9.7% were professional people.

7. Community responsibility

- a. 76.6% of those persons answering the questionnaire belong to from one to 5 organizations other than church-affiliated groups.
- b. 17.4% belong to no group.
- c. 70.1% belong to church organizations.
- d. 29.9% belong to no church group.

GROUP USE OF LIBRARY'S SERVICES

The staff of Janesville Public Library, using the records available through the Chamber of Commerce, mailed out questionnaires to the clubs and organizations in the Janesville interest area.

Responses were received from 27 organizations--approximately 30% of those contacted. Of these 27, 19 had used the library in programming for their organization's work. Eight replied that their groups had not used any library service.

Thirteen of the organizations named services they would like to see strengthened. These are listed in the order of frequency: film service, strengthened record collection, assistance in program planning, and information on other program resources. Several groups mentioned "services" more related to present space problems than to library service per se.

The questionnaires indicated that some services available from the library were not generally known to groups.

Considering these findings, plus the relation of those coming into the library for a specific book to read as compared to the number coming in for answers to informational and reference needs, it would seem that Janesville Public Library should budget for more personnel time to work in the community. There appears to be a need for public education as to the informational and adult services aspects of the library.

To meet this need, it will be necessary to reorganize and strengthen the staff of the Adult Department, as well as to continue to strengthen the materials holdings.

Administration should work out a systematic plan, on a continuing basis, for professional staff to become involved in the programs of Janesville organizations and to have the opportunity to interpret the library's role in and services to the community. The board should not only give such scheduling an official blessing but work actively to provide additional personnel to make such public involvement possible. By working with groups, individuals can be reached more easily, and an awareness of the library's informational services can be brought to a larger segment of the population.

As staff and facilities expand, it is to be hoped that the library will begin to play both a greater initiative and a greater coordinating role in the educational and cultural life of Janesville.

SERVICES TO CHILDREN

To evaluate services, the objectives of public library service to children are the first consideration. National standards, quoting from Harriet Long's *RICH THE TREASURE*, list first of all the basic objective of making a book collection available and then the following:

To give guidance to children in their choice of books and materials

To share, extend, and cultivate the enjoyment of reading as a voluntary, individual pursuit

To encourage lifelong education through the use of public library resources

To help the child develop to the full his personal ability and his social understanding

To serve as a social force in the community, together with other agencies concerned with the child's welfare

COMMUNITY STUDY

The 1960 census shows that 11,628, or 33%, of Janesville's 35,164 population is 14 or under; 6,944 are children from 5-14; 4,684 are children under 5. With an estimated city population of 41,375 in 1965, the Janesville school district reports the school census of 10,595 in the 5-14 age group and 7,167 under 5, or a total of 17,762 children.

There are 20 schools in the community, serving nursery through high school age, 12 public, 6 parochial, and 2 private nursery schools; 15 of these schools are elementary, 2 are junior high, and one is a high school. In 1967, a new public elementary school will be opened, and, in 1968, the second high school. Seven of the public and parochial schools are within a mile of the library. Fifteen of them have centralized libraries.

Four Catholic and 34 Protestant churches serve the community, and several of them offer vacation church school programs. There is a hospital. Playgrounds and parks and an active recreation program are provided. Youth organizations include Brownies, Girl Scouts, Cub and Boy Scouts, 4-H Club, YW and YMCA, Jr. MacDowell Club. There is a Head Start program and Reading Centers for 10-, 11-, 12-year-olds in the school system.

READING GUIDANCE

The most important children's service performed is individual reading guidance, which includes introduction to specific titles, the encouragement of browsing, and reference assistance. By observation, it is evident that during the time the children's librarian is scheduled in the Children's Room this service is well performed. Creative and attractive displays, exhibits, and book lists are developed to stimulate and provide direction to the child's reading, and newspaper publicity informs the community about activities and materials resources. Summer vacation reading programs, Book Week and National Library Week displays

and activities are used to attract children to the library and play their part in guiding reading. Nine school classes visited the library during the year; 3 nursery school groups came to get acquainted with the library and participate in a picture-book reading-aloud session. A group from the junior high in Milton was bussed in to visit the Children's Room. No class visits or story hours were held during the year. Den mothers and Brownie Scout leaders used the library regularly, as did the Cubs and Brownies, Girl and Boy Scouts for materials needed in their organization programs.

THE LIBRARY AND PUBLIC RELATIONS

Standard 28 in MINIMUM STANDARDS . . . reads: *"Good library service requires an effective public relations program."*

Certainly facets of this important part of the library's service has been covered in the preceding parts of this chapter. However, it seems pertinent to spend a brief time on public relations as a conclusion to this portion of the survey.

A DESIGN . . . is very precise on those items considered an integral part of a good public relations program.

54. *The central library should have a specific program to inform the community in an interesting and understandable way about library services, activities, and collections, through displays and exhibitions, publications and information pieces, book lists, popular reports, and television announcements, newspaper and magazine articles, and radio and television publicity, and service talks. It should make available such public information services to other libraries in the system.*

It should be pointed out that, while publicity forms a segment of a library's informational program, it is only a tool which must be used to point up services which a library is prepared to deliver and to deliver well.

Janesville has numerous services which it can deliver well; information pieces, popular reports, newspaper articles, and service talks should be employed to get the library's story before the public.

CONCLUSION

CONCLUSION

The move to the new building is an auspicious time for the library to make changes and to inaugurate an effective public relations program. While the new building will solve the space problem, which has been a major impediment to the development of the library in recent years, it definitely will point up the following needs for the:

1. Continued strengthening of the materials collection
2. Improvement of present services and addition of new ones
3. Initiation of a strong public information program

Basic to these needs is administrative reorganization of the library and its personnel. Not only must personnel be considered in view of an expanded library program, but also in view of the additional service and supervisory stations required in the new building. The new location of the library, farther from downtown and off the beaten track, will call for a well planned and executed public relations and information program. An early fulfillment of these needs is important to the Janesville Public Library as an independent library, but even more so if county library service is established.

RECOMMENDATIONS

RECOMMENDATIONS

Brief Résumé of Major Recommendations Found in Text

THE LIBRARY AS AN AGENCY OF LOCAL GOVERNMENT

Library Board

1. Three-year term appointment of ex officio library board members
2. Broader civic representation on the board
3. Limitation on the number of successive terms (3) served by an individual member
4. Revision of bylaws
5. Public notice of board meetings
6. Development and maintenance of a closer relationship with other governmental and private agencies
7. Written library policies

ADMINISTRATION

Library Organization

Reorganization of departments

Personnel

1. Number of staff members brought up to standard
2. Inauguration of an in-service training program
3. Preparation of written personnel policy, including position classification plan and revised salary schedule

MATERIALS

Formulation of a written statement of policy covering acquisition and selection of book and nonbook materials and the development of one for a county library system, if established

The Adult Collection

1. Budgetary request to the city for funds for a capital book expenditure item to complete the back orders of standard materials now in a "hold file"
2. General expansion of materials in the reference collection
3. Increase in periodical holdings and consideration given to placing runs of selected titles on microform
4. "Adult" materials to be transferred to open shelves or discarded in light of a book selection policy
5. Establishment of a collection of adult materials suitable for the young adult reader

The Children's Collection

Provision for a specific budget allocation for children's books and materials, recognizing actual and potential use of the collection, its adequacy, estimated child population, and total materials budget

ORGANIZATION OF MATERIALS

All technical processes and related activities organized within a technical processes department

SERVICES

Hours of Service

Realignment of evening hours for professional staff when additional professional personnel is hired to give the library's public an opportunity for more contact with professional assistance than presently available

Circulation

1. Reexamination of circulation routines to eliminate cumbersome record keeping and an evaluation of patron charges in light of present-day costs

2. Placement of circulation procedures under the supervision of a high grade nonprofessional person and the transference of the present professional circulation librarian position to a professional position in the Adult Services Department

The Library's Service to the Adult Community

1. Reorganization and strengthening of the Adult Services Department. Creation of head of adult services position, with supervisory responsibility for the total adult program, both within and without the building
2. Initiation of a systematic, continuing, and aggressive program of work with groups and organizations, with additional staff hired to free the professional people to do this job

Services to Children

1. Development of a program to work with all adults interested in children--parents; organization leaders; church, nursery school, Head Start, and elementary teachers; social workers; recreation leaders to exert influence and increase knowledge of children's books and reading
2. Planning and carrying out of story hours, beginning with a preschool program when facilities are available in the new building

The Library and Public Relations

Development of a strong public relations program, including publicity, to get the library before the public

APPENDIX

APPENDIX

EXHIBIT 1

COUNTY LIBRARY SERVICE--

SUGGESTED DIVISION OF SERVICES BETWEEN JANESVILLE AND BELOIT

The library service as outlined in *A DESIGN FOR PUBLIC LIBRARY DEVELOPMENT IN ROCK COUNTY* to be given to the county shall be divided between the Beloit and Janesville libraries as follows:

Beloit:

1. In-service training
2. Professional consultant services to the librarians and library boards of the county
3. Audiovisual program and materials and service
4. Program of publicity for the county library service and all public libraries
5. Availability of any services or resources of the library to any resident of the area

Janesville:

1. Enrichment of the public libraries in the county through collections of books on a rotating basis
2. Reference referral and interlibrary loan
3. Book delivery service to the public libraries in the county
4. Book and materials ordering and processing for the libraries in the county
5. Availability of any services or resources of the library to any resident of the county

EXHIBIT 2 JANESVILLE PUBLIC LIBRARY
JOB ANALYSIS QUESTIONNAIRE

Please read instructions before filling out questionnaire

1. NAME _____ 2. DEPARTMENT or BRANCH _____
3. POSITION TITLE _____ 4. TOTAL HOURS PER WEEK _____
5. DAILY SCHEDULE (per week) _____
6. RATE OF PAY \$ _____ per (month, day, hour)
7. ADDITIONAL PAY _____
 (travel, living, overtime, etc.)
8. NAME AND TITLE OF YOUR SUPERVISOR (the person who assigns your work, gives you instructions, etc. If more than one, give name and title of each.)

9. STATEMENT OF DUTIES

This is the most important item on the questionnaire. List your regular tasks first, then your occasional tasks, and check (x) occasional tasks. If more space is needed, use an additional sheet, and be sure your name is on the second sheet. Indicate in the left-hand column the percentage of time given to each task.

% of
Time

TASKS

--	--

10. HOW LONG HAVE YOUR DUTIES AND DISTRIBUTION OF TIME BEEN
SUBSTANTIALLY AS ITEMIZED IN QUESTION 9? _____

11. SUPERVISION RECEIVED

a. How frequently do you receive assignments and instructions
from your supervisor?

b. Do these instructions cover all phases of your work?

c. In what way is it necessary for you to use your own
initiative in the performance of your work?

d. Is your work reviewed while in process or upon completion
by your supervisor or some other member of your department?

e. Is your supervisor always, frequently, or infrequently
available to review work and advise?

12. SUPERVISION OVER OTHERS

Number supervised

Position titles of those supervised

What is the nature of your supervision?

DATE _____ SIGNATURE AND TITLE _____

DATE _____ IMMEDIATE SUPERVISOR
SIGNATURE AND TITLE _____

JOB ANALYSIS QUESTIONNAIRE INSTRUCTIONS

How to Fill Out the Form

With these instructions you will have received a set of two copies of the questionnaire, on which items 1, 2, 3, and 6 have already been filled out.

Before you do anything to the questionnaire, please:

1. Study all of these instructions until you are sure you understand them.
2. Study the questionnaire carefully.
3. Prepare a draft of your answers on a separate sheet of paper.

The Following Instructions Should Aid You in Preparing Your Answers:

Item 4. Show the total number of hours you normally work in a week.

Item 5. Show the actual hours within which you ordinarily do your work. For example: 4 days, 8:00 - 5:00; 1 day, 12:00 - 9:00. If your schedule is irregular, give schedule for the current week.

Item 7. If living or travel expenses are allowed over and above your basic rate, indicate what expenses are allowed. If overtime pay is given, indicate rate and frequency. List any other allowances.

Item 8. Give the name and title of your immediate supervisor; that is, the person to whom you go for assignments, advice, and decisions. If you have more than one supervisor to whom you regularly report and from whom you regularly receive instructions, give the name and title of each.

Item 9. The answer to this item requires an exact, detailed account of what you do. Explain briefly, but carefully, each task you perform, listing your regular tasks first.

Be specific in describing your tasks. For example, if one of your tasks is typing, state briefly what kind of things you type and where, and under what conditions. If your work involves the preparation of reports, indicate the kinds, the purpose of each, and exactly what you contribute to them. Such expressions as "filing," "keeping records," "assisting in the preparation of reports" are of little value unless we know the type of files and the kinds of filing, the kind and purpose of the records, the kind and purpose of the reports, and, in each case, exactly what you contribute.

In the left-hand column indicate what percentage of your time is spent at each task which you perform. Figure percentage of time on a weekly basis. For example, you may spend 20 hours of a 40-hour week

in charging and discharging books. If so, 50% should be recorded in the left-hand column before that particular task. Or, you may spend two hours of a 40-hour week in compiling bibliographies or filing borrowers' applications. If so, 5% should appear before that particular task. A percentage estimate must appear before each task. Fractions of percentages should not be used, thus the total may be slightly short of 100%, but it should approximate it.

If periodic tasks (those performed at recurring fixed intervals, such as monthly and annual reports) amount to 1% or more of the total annual time, list them after the regular tasks with the percentage of time spent. Annual time is figured on the basis of total hours worked per year. Occasional tasks are those performed irregularly, usually in times of emergency, and should only be checked (x) and no percentage of time given.

Item 11. Answer these questions specifically and briefly.

(a) Indicate that assignments and instructions are given several times a day as new work is given, daily, weekly, or other specified time.

(b) If these instructions do not cover all phases of the work, indicate what areas are left to your own discretion.

(c) Give specific examples of the use of your own initiative.

(d) Indicate who reviews your work and the usual frequency of that review.

(e) Indicate the availability of your supervisor to give you advice and to review your work.

Item 12. Answer this item only if you are actually responsible for the work of others. Mere inspection, checking or proofreading do not in themselves constitute supervision or direction. If you do assign and direct the work of others, list the number supervised and the titles of their positions. If your supervision over certain employees is shared with another supervisor, indicate that fact, showing the division of authority, and giving the name of the other supervisor. Indicate the nature and amount of supervision in regard to the giving of assignments and instructions, revision of work, etc.

When you are sure that the answers you have recorded on the separate sheet are complete and accurate, type them, or have them typed, on the questionnaire.

Library-Community Study

The Janesville Public Library Board and Staff are looking ahead to the time when the new library building will be a reality. They are studying the services presently offered so that they may plan for the expansion and improvement of these services in the future.

Please help in this study by indicating how the library can continue to improve its services to you.

Frank answers to these questions will be of great value in planning for this better service.

Please do not sign your name.

1. I used the library today for the following reasons: Check brackets applicable

- ☐ to find a good book
 - ☐ to find a particular book
 - ☐ to borrow magazines
 - ☐ to borrow recordings
 - ☐ to read for a time
 - ☐ to get material for my husband
 - ☐ to get material for my children
 - ☐ to bring my children to get books
 - ☐ to get material for a course I'm taking
 - ☐ for information on films
 - ☐ for information on filmstrips
 - ☐ for information on a business (or professional) question
 - ☐ for information in connection with church work
 - ☐ for information in connection with club work
 - ☐ for information on a personal hobby or question I had
 - ☐ other (please explain) _____
- _____
- _____
- _____

- II. A. I asked for information on: _____
- _____

- B. I did ☐ did not ☐ find the information (or material) I wanted.
If "did not" box is checked, please complete:
☐ not owned (or known) by library
☐ in circulation
☐ library is attempting to borrow this material for me

- III. I use this library on the average:

- ☐ once a week or oftener
- ☐ once or twice a month
- ☐ less than once a month
- ☐ infrequently
- ☐ this is my first time

IV. I have used the library:

- ☐ less than one year ☐ less than ten years
☐ more than ten years

V. My special interests or hobbies are _____

- VI. A. My sex is: ☐ male ☐ female
B. My age is: ☐ under 20; ☐ 20-24; ☐ 25-29; ☐ 30-39;
☐ 40-49; ☐ 50-59; ☐ 60-69; ☐ 70 or over
C. I have completed: ☐ grade school; ☐ high school;
☐ vocational school; ☐ college; ☐ graduate work
D. My occupation is _____

E. I belong to groups and organizations (exclude church):
☐ none; ☐ 1 to 5; ☐ 6 to 9; ☐ 10 or more
F. I do ☐ do not ☐ belong to church organizations

If you have comments and suggestions on improving library service,
please note them here.

EXHIBIT 4 LIBRARY-COMMUNITY STUDY--FINDINGS

	<u>Responses</u>	<u>Percent</u>
I. Reasons for use of library		
To find a good book	197	29.8
To find a particular book	139	21.0
To borrow magazines	27	4.1
To borrow recordings	21	3.2
To read for a time	36	5.4
To get material for my husband	14	2.1
To get material for my children	44	6.6
To bring my children to get books	43	6.5
To get material for a course I'm taking	57	8.6
For information on films	2	0.3
For information on filmstrips	1	0.2
For information on a business (or professional question)	17	2.6
For information in connection with church work	10	1.5
For information in connection with club work	8	1.2
For information on a personal hobby or question I had	<u>46</u>	6.9
Total	662	
II. A. Information asked for		
Total	62	
B. Did find information		
Did find information	206	81.7
Did not find information	<u>46</u>	18.3
Total	252	
Reasons for not finding information		
Not owned (or known) by library	15	41.7
In circulation	<u>21</u>	58.3
Total	36	
III. Use of library on average of		
Once a week	147	51.4
Less than once a month	14	4.9
This is first time	5	1.7
Once or twice a month	103	36.0
Infrequently	<u>17</u>	6.0
Total	286	
IV. Have used the library		
Less than one year	26	9.2
More than 10 years	142	50.2
Less than 10 years	<u>115</u>	40.6
Total	283	

		<u>Responses</u>	<u>Percent</u>
V. Special interests or hobbies	Total	203	
VI. A. My sex is			
Male		107	37.3
Female		<u>180</u>	62.7
	Total	287	
B. My age is			
Under 20		65	22.9
20-24		20	7.0
25-29		24	8.5
30-39		60	21.1
40-49		45	15.8
50-59		29	10.2
60-69		24	8.5
70 or over		<u>17</u>	6.0
	Total	284	
C. Have completed (school)			
Grade school		56	20.8
High school		111	41.3
Vocational school		12	4.5
College		66	24.5
Graduate work		<u>24</u>	8.9
	Total	269	
D. Occupation			
Professional			
Doctor		1	.4
Lawyer		1	.4
Minister		2	.8
Teacher		21	8.1
Other		<u>12</u>	4.6
Nonprofessional			
Laborer		24	9.2
Homemaker		77	29.6
Student		52	20.0
Business		56	21.5
Unemployed		2	.8
Retired		<u>12</u>	4.6
	Total	260	

E. I belong to groups and organizations (other than church)

	<u>Responses</u>	<u>Percent</u>
None	46	17.4
1-5	203	76.6
6-9	14	5.3
10 or more	<u>2</u>	.7
Total	265	

F. Belong to church organizations

I do	129	70.1
I do not	<u>55</u>	29.9
Total	184	

Library-Community Study
Organization Questionnaire

Name of organization

Place of meeting

Time and frequency of meetings

Officers: (current year)

President

Address

Telephone number

Program chairman

Address

Telephone number

1. What kinds of materials and resources do you use most frequently in your programs?

- A. Books ()
- B. Periodicals and pamphlets ()
- C. Films ()
- D. Speakers ()
- E. Others (specify) _____

2. Has the Janesville Public Library been of help to you in providing:

- A. Books and other printed material ()
- B. Assistance in planning programs ()
- C. Information on other program resources available ()
- D. Library staff participation in programs ()
- E. Film information ()
- F. Exhibits ()
- G. Recordings ()
- H. Other (specify) _____

3. Which of the services in question 2 would you like to see strengthened if possible?

4. What suggestions do you have for providing or improving library service to your organization?

EXHIBIT 6 COMMUNITY STUDY--CHILDREN'S SERVICES
ACTIVITIES FOR CHILDREN IN THE PUBLIC LIBRARY

Name of library _____

Population

Children under 5 ____ 5-14 ____

How many schools has your community? Centralized libraries?

Elementary ____

Junior high ____

How many are public? ____ Parochial? ____ Private? ____

How many are within a mile of the library? ____

Is there any joint planning/book selection between schools and public library? ____

How many churches serve your community? Protestant ____ Catholic ____

How many have vacation church school? ____

Check the following that are present in your community:

Hospitals ____ Museums ____ Art collections ____ Playgrounds ____ Parks ____

What youth organizations work with your community? Check below:

Boys Club ____ YMCA ____ Girl Scouts ____ 4-H Club ____ Boy Scouts ____

Camp Fire Girls ____ Brownies ____ CYO ____ Cub Scouts ____ Bluebirds ____

YWCA ____ Jr. Audubon ____ Others _____

Double-check those whose adult leaders use the library fairly regularly.

Have groups from any of these organizations visited your library this year? ____

Which ones, how often, and for what project? _____

Which groups have you visited? By invitation ____ At your own request ____

Approximately how many school classes visited the library last year? ____

Did any come more than once? ____

What were their projects? _____

Approximately how many school visits did you make last year? ____

Do you have a summer reading program? ____

How long have you had one? _____

How many children participate? _____

Do you have discussion groups? _____ Junior Great Books? _____ Film programs? _____

Do you celebrate Book Week with any special observance? _____ What? _____

Do you celebrate National Library Week with any special observance? _____ What? _____

Do you have any story hours? _____ For what age groups? _____

Do you cooperate with any other agency in storytelling? _____ Explain. _____

Do you prepare any book lists? _____ Distribute printed book lists? _____

Is the library represented on any committees that plan children's activities in your community, that is, recreation committee, PTA committees? _____

EXHIBIT 7 STATISTICAL SURVEY--CHILDREN'S SERVICES

Number of children's books ____ Percent of total book collection ____
 Number of new titles added ____ Number of volumes added ____ Number withdrawn ____
 Number of recordings ____ Number of filmstrips ____ Number of magazines ____
 Number of juvenile borrowers ____ Percent of total borrowers ____
 Circulation ____ Percent of total circulation ____ Number of reference questions ____
 Juvenile materials budget \$ ____ Percent total materials budget ____
 Hours Children's Room is open ____
 Number on staff ____ Hours worked ____

Loan policy

Length of loan ____ Renewals Yes ____ No ____
 Teachers loans ____ Classroom collections ____

Facilities

Square footage ____ Children's librarian's office ____
 How many seats? ____ Tables? ____
 Bulletin boards ____
 Vertical file ____
 Catalog ____
 Adequate shelving ____
 Group activity space (storytelling et al.) ____

[Standards: 2 to 4 volumes per capita (1/3 juvenile)

1/5 volumes per capita added (New ALA, 1/6 volume)

20% to 30% volumes added juvenile

5% should be materials of specific interest to young adults.]

EXHIBIT 8 EVALUATION OF CHILDREN'S MATERIALS COLLECTION

1. If there a written book selection policy?
2. Is there a systematic procedure for ordering and withdrawing materials? Is there a consideration file?
3. What materials selection tools are used?
4. Is there a budget allocation for replacements? Current titles? How is number of duplicates determined?
5. Are the most important titles--those which should be available to every child--present and in good physical condition?
6. Is every field of knowledge (social studies, science, art, literature, biography, history) for children reasonably well covered?
7. Is the collection well balanced (fiction, easy and picture books, nonfiction)? [32%, 10%, 58%]
8. Is there a regular binding and mending program? Are library editions purchased? Prebinds? Paperbacks?
9. Are the reference materials (encyclopedias, dictionaries, yearbooks, atlases) current and sufficient in number?
10. Is there a vertical file collection--pamphlets, clippings, magazine articles, mounted pictures, maps?
11. What magazines are purchased? Back files? Circulate?
12. What nonprint materials are in collection or made available? Recordings? Filmstrips? Films? Tapes?